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SEPTEMBER • 1960



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# CONNECTICUT INDUSTRY

SEPTEMBER • 1960  
VOLUME 38 NUMBER 9



THIS MONTH'S cover photo is a drawing of Kaman Aircraft's VTOL (vertical take-off and landing) aircraft, now being developed for the U. S. Navy Bureau of Aeronautics. A completed model is being readied for testing soon at Kaman's Bloomfield plant.

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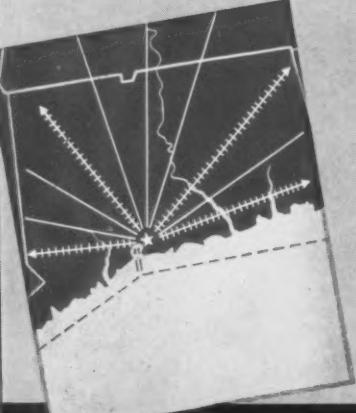
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# Independent Colleges Need Your Support

By CARLYLE F. BARNES, President\*  
Associated Spring Corporation, Bristol

♦ IT is astonishing how well the free enterprise way of doing things succeeds when it goes into operation.

Consider the total picture in Connecticut education. We have the tax supported colleges and we have nineteen institutions of higher learning going their own way independent of tax dollars. In the latter group you can place New Haven College, Quinnipiac College, Trinity College, University of Bridgeport, University of Hartford, Yale University, Wesleyan University and Catholic institutions such as Fairfield University, Albertus Magnus in New Haven, St. Joseph College in West Hartford and Annhurst College in South Woodstock, the latter three being for women.

What distinguishes the voluntarily supported colleges and universities from tax supported institutions? One difference is the fact that the non-tax supported schools maintain financial as well as academic independence. The University of Hartford, for example, has had for years an annual budget drawn 95 per cent from tuition, while Quinnipiac College, Hamden, in thirty years has consistently paid its yearly operating costs without going to the public. The same goes for the University of Bridgeport and New Haven College.

Nationally, the academic facilities of colleges are used 44 per cent of capacity, but some of the Connecticut institutions extend much higher their rate of usage by scheduling classes during summer, winter and Saturdays. University of Bridgeport buildings are used 85 per cent of the time, while many of the University of Hartford Schools hold forth from 8:00 A.M. until 10:00 P.M. This reduces unit operating cost. It also allows a higher percentage of students to hold jobs in addition to their studies.

Certain of these institutions are sometimes called "commuter colleges", meaning that they are without dormitories.

\*Mr. Barnes, author of this month's editorial, has been associated with the Associated Spring Corporation since 1951, first as General Manager of the Bristol Divisions and since 1953 as President. He has served as vice president of the Association since September 1957. He is a director of the Bristol Bank and Trust Co. and the Bristol Hospital and is currently serving more than a half dozen civic, professional and manufacturers groups in various capacities.

A few of their students live in private homes or apartments, but most of the students live with their parents within driving distance.

These schools have gone to the public previously for what has been described as "building money only."

We need to realize that these "commuter colleges" without dormitories are benefits in the educational system not only for the students (who save approximately 50 per cent of the cost of an education as compared with the cost for students living away from home) but also for the public in the sense that the expansion money for these institutions is going directly into class rooms, laboratories, libraries, work shops and other facilities directly related to education.

From the free enterprise viewpoint, the non-tax supported colleges and universities deserve and need the understanding and support of manufacturing. Failure to help their expansion is certain to result in greatly increased government expenditures for their state tax-supported counterparts.

Testimony before the Legislature Committee on Education indicates that it costs the Connecticut taxpayers from \$850 to \$1,000 per year for each student in a tax supported college in Connecticut, not including capital funds expenditures.

We believe that voluntarily supported colleges are needed in a free enterprise economy and that their existence and progress is a living example of the fact that the people of our state and nation possess the initiative and good sense to look after their own welfare.

We believe that industry should support these independently operated colleges—and we are happy to report this support is being given.

But more than the financial aspect is involved. It is also our belief that the state and national viewpoint over the years ahead can benefit from large numbers of our sons and daughters being educated in colleges divorced from dependence on government funds.

Whatever the need for state supported institutions, we firmly believe there is an equal or greater need to encourage our independent and voluntarily supported colleges and universities.

# Service—A Guiding Principle

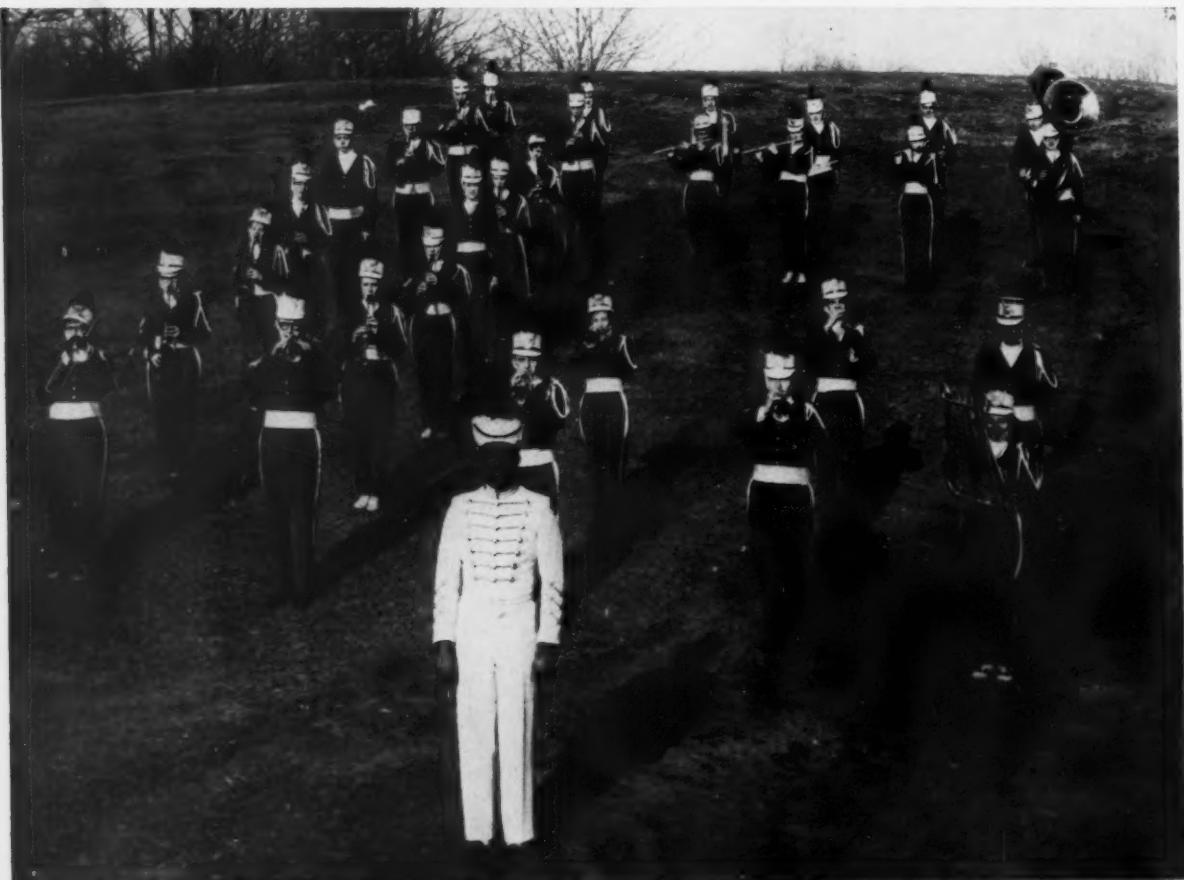


Modern Magson plant located on Route 72, Kensington.  
The Magson uniformed Central Connecticut State College band of New Britain.

■ "SERVICE and quality is more than an advertising slogan to us, it is the guiding principle of our business." Mr. Morton Mag of the Magson Uniform Company stated with emphasis and sincerity in echoing the aims of the founders. Faithful adherence to this principle has built the Kensington, Connecticut company from a small operation when it was founded 70 years ago to one of the largest outfitters and suppliers of uniforms in the east.

## Product Widely Used

Magson's name and products may be unfamiliar to many, but their uniforms are seen countless times in the course of the daily activities of New England residents. They are used by individuals, small companies or groups and firms with hundreds of uniformed personnel. From bread delivery men to operators of heavy construction equipment, Magson uniforms are on the job instantly identifying a product.



# e at Magson

or service. Magson uniforms are worn by policemen, public utility workers, beverage and fuel men, service organizations, movers, truckers, laundries, garages, transportation employees, store and bank personnel and many, many more organizations.

With an aggressive sales staff operating in the urban centers of the east, Magson customers are found in city and town and serviced with the same speed and efficiency as though they were located next to Magson's building in Berlin. It is this service and a quality product that have made the Magson story a success story.

## Launching a New Industry

The Magson Uniform Company was formed in New Britain in 1890, the first such company in the United States established for large scale uniforming of business and service firm personnel. Prior to Magson's organization by Nathan Mag, uniforms were expensively custom tailored limiting the number of firms aware of the value of uniforms, but unable to meet the expense. The Magson Company started a whole new industry making uniforms a standard practice rather than an expensive novelty.

Long the leader in the field, Magson eventually moved to their own building in Berlin in 1915 where they are located today. A few years ago the building was completely modernized and enlarged for increased production and employee comfort.

Mr. Morton Mag, present director of the company is the son of the founder and is an energetic and able executive who has increased Magson sales steadily by readily adapting better methods, manufacturing innovations and new materials well ahead of his competitors.

## Leasing Plan: A Boon to Users of Uniforms

One result of sales research was the inception of the unique Magson Leasing Plan... a plan that enables customers to save capital investment money and end maintenance problems, yet be assured of a fully equipped force at all times. For years, firms employing uniformed work staffs either bought uniforms outright or insisted on the employees buying their own uniforms. Other than the high cost of the original purchase, maintenance was al-



The tailor shop, work center of the Magson Uniform Co., where uniforms are tailored for use throughout the country.



Morton Mag, executive director of the Magson Uniform Co.

ways a problem for both employer and employee, so many firms interested in uniforms passed up the idea as prohibitive cost-wise. The Magson Leasing Plan changed the situation completely. Today firms of all sizes are able to custom uniform their employees at low weekly or monthly costs and leave the maintenance and replacement problems to Magson. Subscribers to the plan have their uniforms cleaned and pressed on a regular basis by local, quality-selected cleaners franchised by Magson to insure the very best in service. The Magson Lease Plan has found universal appeal and acceptance with subscribers reporting savings of up to 46% over conventional purchasing methods.

## Research For New Fabrics

Realizing uniforms are only as good as the material and workmanship put into them, Magson spends a great deal of time and money on research. New



A few insignia representing wide range of Magson customers.



Morton Mag displays one of his recent paintings to his office executives. Mr. Mag is the founder of the Ballinger-Mag art foundation.



Nerve center of Magson operation, the main section of the office area showing part of the company's staff.



The stockroom, where enough equipment is kept to outfit a sizeable army unit.

fabrics and materials are constantly being tested in the plant and in the field to obtain the best for each purpose intended. Customer satisfaction is assured by these methods and maintenance and replacement costs are held to a minimum. Of course, the Company's reputation as a quality supplier is enhanced thereby leading to more sales.

Better workmanship is attained by keeping employee morale high at all times as it is said to be at Magson. Outings, parties, liberal insurance plans along with incentive plans have encouraged unusually strong loyalties and spirit of endeavor by both management and employees alike.

Another important phase of Magson's service is the furnishing of uniforms for drum corps and bands. Orders come from all over the country for every conceivable type of design and color fostered by Magson's 10-year service and maintenance plan. This plan relieves band administrators of seasonal problems of storage, cleaning, repairs, the outfitting of new men and the replacement of worn uniforms. All of these services are performed as part of the contract with Magson and are done without profit to the Company.

Some musical organizations find it expedient to do their own servicing as was the case with Central Connecticut State College in New Britain. Under the guidance of Paul Rudoff, Director, the group was completely outfitted this past season by Magson. The uniforms were designed by the members of the band, rushed through the Magson plant in record time and were worn for the first time at an important homecoming game with their rival, Bridgeport. It rained on that particular Saturday, as it did nearly every Saturday last fall, a hard test for any kind of clothing, but an unusually hard test for a band uniform. As Mr. Rudoff put it, "The only bright spot of the season was the way our band uniforms held up. They came through in fine style." Mr. Rudoff was also pleased with Magson's design, service and quality of the materials. "They worked hand-in-hand with us on the design, showing sketch after sketch until we were completely satisfied. Delivery was right on time too, something we didn't think possible when they accepted the order, the schedule being an extremely tight one."

#### Management Experienced In Business and Civic Affairs

Mr. Morton Mag has wide experience in the uniform field and his advice is frequently sought by business, civic and governmental groups. The CCC uniform of New Deal days for supervisory personnel was a Morton Mag

(Continued on page 72)

# How Brave and Free Are We?

By Admiral Ben Moreell, Chairman  
Board of Trustees  
Americans For Constitutional Action  
Washington, D. C.

**ABOUT THE AUTHOR**—The author of this article (slightly briefed from an address entitled "The Land of the Free and the Home of the Brave" which he gave last February before the Women's Patriotic Conference on National Defense, Inc., Washington, D. C.) speaks from the vantage point of four years of experience in the private practice of engineering, thirty years of actual duty in the United States Navy and eleven years experience as head of the Jones and Loughlin Steel Co. of Pittsburgh. He was the founder of the Navy's famed wartime Seabees, and was the first (1946) non-Annapolis four-star admiral since the establishment of the Naval Academy. Admiral Moreell's study of the history of liberty for a period of twenty-five years caused him to become the moving spirit in the founding of Americans for Constitutional Action in 1958, a non-profit, non-partisan political action organization dedicated to the return of sound, constitutional government through the election of conservative candidates. A.C.A., which is supported entirely by personal, voluntary contributions, has just recently completed the most comprehensive study ever made of the voting records of U. S. Senators on 77 different issues during the period 1955-1959 and of members of the House of Representatives on 40 different issues during 1957-1959. This ACA-Index of 122 pages gives a concise explanation of each issue, the date action was taken and the stand each legislator took, thus enabling anyone interested in voting for "deeds" rather than "promises" to pinpoint his vote to the men who back his views with their votes most of the time. The Index is available from the publisher, Human Events, 408 First Street, S.E., Washington, D. C. at \$15 per copy or at \$12.50 per copy for five or more copies sent to one address.

■ General Wedemeyer, in his recent book, *Wedemeyer Reports*, states, "Grand strategy is the art and science of employing all of a nation's resources to accomplish objectives defined by National Policy." He goes on to say that the four principal weapons or tools of national policy are the Nation's political, economic, psychological and military resources. "If the first three categories are used intelligently and in a timely manner," he writes, "it might make unnecessary the employment of military force, the fourth category, in the classical, naked manner."

## Delinquency

I take this to mean that to lessen the probability of military action we must weigh carefully the intellectual, moral and spiritual values which enter into the solution of our political and economic problems. If our traditional concepts of these values no longer inspire our loyalty and affection, our patriotism is indeed at low ebb! But, I am sure it can be revived. So I propose to deal with our prevailing concepts of these values and their effects upon the "tools of National Policy," as defined by General Wedemeyer, i.e., our political, economic,

psychological and military resources.

We hear much these days about "juvenile delinquency." Most of us are deeply concerned about this problem. But what about "adult delinquency?" I confess that I am an adult delinquent. I suspect that many in this audience, and others like us throughout America, should be similarly tagged.

What is "delinquency?" My dictionary defines it as "failure, omission, or violation of duty." To have a useful concept of "delinquency" we need a yardstick to measure its degree. Such a yardstick is the "gap" between a man's actual achievements and what he might have achieved if he had made full use of his God-given talents. Only you can know the span of that gap in your case; only I can know it in mine.

## Wherein Have We Failed?

If I have the natural talents to do great things in engineering, or science, or the church, or civic affairs, or elsewhere, and those talents are little used, I am delinquent. And the measure of my delinquency is the spread between what I did and what I might have done. Thus, the wayward youth or the moron may be far less delinquent



ADMIRAL BEN MORELL

than those of us who, though we have been blessed with many talents and the opportunities to develop and use them, have failed to do so.

Wherein have we failed? First of all, my generation has squandered its legacy. We were bequeathed, by our political forebears, an unearned heritage—the greatest citadel of individual freedom and opportunity the world has ever seen. We have failed to strengthen that heritage, or even to preserve it. We have permitted its structure to be eroded and its foundations weakened to the point where we are in grave danger of losing the entire edifice. Should that debacle occur we will have deprived our posterity of their rightful heritage of freedom. The gap between what we did and what we should have done is great indeed!

I, and millions like me who should have known better, have permitted this to happen. Our retreat along the road back to serfdom has accelerated to a point where those noble words of our National Anthem, "The Land of the Free and the Home of the Brave," have been drained of meaning. Truly, most of our generation are "adult delinquents!" To measure that delinquency, let us see how "free" we Americans are today and, equally important, how "brave!"

## Ignorance No Excuse

No one who has given serious thought to the things we have been doing to our social structure in recent years can claim ignorance of their ultimate effect. There are warning signs

on every page of recorded history. But we deliberately ignore them. Miss Edith Hamilton, world authority of the Greco-Roman civilization, recently made this statement: "Is it rational that now, when the young people may have to face problems harder than we faced . . . we are giving up the study of how the Greeks and Romans prevailed magnificently in a barbaric world; the study, too, of how that triumph ended, how a slackness and softness finally came over them to their ruin? In the end, more than they wanted freedom, they wanted security, a comfortable life, and they lost all—security and comfort and freedom.

" . . . Are we not growing slack and soft in our political life? When the Athenians finally wanted not to give to the State, but the State to give to them, when the freedom they wished most for was freedom from responsibility, then Athens ceased to be free and was never free again. Is that not a challenge?"

There are lessons to be learned from the experience of the men of old. But we are inclined to dismiss the ancient wisdom because our modern "social engineers" assure us that our new knowledge of technology and civics, of economics and human nature, make those lessons obsolete. We ignore them at our peril!

#### Little Acorns

If we are in trouble today it is not because we have lacked prophets who pointed out the dangers besetting the course we have chosen.

On August 11, 1846, the London Times published this warning:

"The greatest tyranny has the smallest beginnings. From precedents overlooked, from remonstrances despised, from grievances treated with ridicule, from powerless men oppressed with impunity, and overbearing men tolerated with complacency, springs the tyrannical usage which generations of wise and good men may hereafter perceive and lament and resist in vain. At present, common minds no more see a crushing tyranny in a trivial unfairness or a ludicrous indignity than the eye, uninformed by reason, can discern the oak in the acorn. . . . Hence, the necessity of denouncing with unwearied and even troublesome perseverance a single act of oppression. Let it alone and it stands on record. The country has allowed it and when it is at last provoked to a late indignation it finds itself gagged with the record of its own ill compulsion."

It requires no great feat of memory to recall the many incidents in our own last quarter century when we could well have profited from this admonition.

#### Words of Wisdom

In 1860, in his "Essay on Representative Government," John Stuart Mill stated:

"A people may prefer a free government, but if, from indolence, or carelessness, or cowardice, or want of public spirit, they are unequal to the exertions necessary for preserving it; if they will not fight for it when it is directly attacked; if they can be deluded by the artifices used to cheat them out of it; if by momentary discouragement or temporary panic, or a fit of enthusiasm for an individual, they can be induced to lay their liberties at the feet even of a great man, or trust him with powers which enable him to subvert their institutions; in all these cases they are more or less unfit for liberty; and though it may be for their good to have had it even for a short time, they are unlikely long to enjoy it."

What words of wisdom—and how applicable to our current national predicament!

We come now to this pertinent question: If these warnings are valid and we have failed to heed them, what freedoms have we lost as a result of our "indolence, or carelessness, or cowardice, or want of public spirit?"

Freedom in society means that persons as well as their property are secure from arbitrary invasion. To the extent that a man's life and goods are at the disposal of another, he is not free! The degree to which our government has taken control in these areas of life and property marks the degree of its departure from our original principles.

#### The Greatest Intrusion

It is my firm conviction that the two greatest intrusions on individual freedom in the history of our Republic are, first, the 16th Amendment to the Constitution, which was ratified in 1913, and which provides for the graduated income tax; and, second, the Act of May 18, 1917, whereby Congress "authorized and ordained" a conscript army for use in foreign war.

Here is what a great scholar has to say about these two enactments. I quote from the late John W. Burgess, Emeritus Professor of Political Science and Constitutional Law at Columbia University. In his book, "Recent Changes in American Constitutional Theory," (1st printing 1923; 2nd printing 1933), he wrote:

"We have, therefore, under this 16th Amendment as I interpret it, an investment of the government with entirely unlimited power in the levy and collection of the most comprehensive of all taxes, the income tax, the tax which can take, thus unlimited, the entire product of all property and of

all labor. There is now nothing in our Constitution, as I understand it, to prevent the government from exercising complete arbitrary despotic and discriminatory powers over the property of the individual through the levy and collection of this unlimited tax upon incomes." . . .

#### The Draft

And with respect to conscription for foreign wars Professor Burgess said, "From the point of view of the Constitutional immunities of the individual against governmental power, this distinction (i.e. that Congress had authority to organize and employ only *volunteer* forces in foreign war and reserve *compulsory* service for repelling invasion, suppressing insurrection and executing the laws of the Union internally) [this distinction] will be seen with a little reflection to be most vital. . . . For while Congress, that is, the Government of the United States, can always, of its own motion, declare a foreign war, it cannot, of itself alone, produce an invasion of the United States or an insurrection within the country. It depends upon other wills as to whether these conditions shall or shall not exist.

"Now the power in a government to conscript its citizens or subjects into its military service upon an occasion which it may, of its own motion, at any time, invent and perpetuate, amounts to a power to hold the people of the country under permanent military law, that is, to hold them under a law which is not limited by any Constitutional immunities protective of the individual against governmental power.

"In view of these considerations, I cannot believe that the framers of our Constitution vested the power in the Government to raise and employ conscript armies for, and in, foreign war. It is the most despotic power which government can exercise. It can be so exercised at any moment, and on occasion created by government itself, as to sweep away every vestige of individual liberty and put the last drop of blood of every man, woman, and child in the country at the arbitrary disposal of government."

Here, then, according to Professor Burgess, we have surrendered to government our two most precious natural rights, i.e., the right to life and the right to acquire, preserve, and enjoy property which, in its ultimate effect, is the right to sustain life.

The Declaration of Independence says that men possess certain inherent rights, being so endowed by their Creator. To secure their rights men established a government, and this government now turns about and impairs those rights.

## **Loss of Rights**

What other rights have we lost? Among them is the right to own and hold gold, the right to privacy of records, i.e., bank deposits, bank accounts, safety deposit boxes; the right to privacy in one's home, freedom to plant and raise such farm crops as one wills, protection from arbitrary actions by government which erode the values of our savings by inflation, etc. The list is long. We are subjected to compulsory participation in Social Security, mandatory wage rates, compulsory membership in labor organizations, fixed rent controls, restrictions on choice of tenants and purchasers of our property and others.

I have in my library two sizable documents. One lists the "Emergency and War Powers of the President and of the Executive Branch of the Government acquired since 1933." The other is entitled "Provisions of Federal Law Presently in Effect by Reason of the National Emergency Proclaimed by the President December 16, 1950."

## **Emergencies Forever**

The striking feature of both lists is the tenacity with which so-called "emergency measures" hang on long after the emergency has passed. There are many which have been carried forward from the first World War! It appears that those who believe in concentration of power in the hands of the Central Government take advantage of every emergency to achieve greater centralization; and they never let go!

Parenthetically, many of these same zealots for centralization now go further and ardently advocate concentration of power in the hands of a World Government to which they propose that we surrender our national sovereignty. This would, in effect, make us largely subject to the control of those very "backward nations" who, it is claimed, are now in such dire need of our help!

## **Growth of Government**

It is to be noted that every one of the controls and restrictions imposed on persons by the laws, rules, and regulations, to which I have alluded, requires an enlargement of the power of the Central Government in Washington. This has undermined personal liberty as well as the sovereignty and political integrity of the individual States.

But there is more! The enormous growth of government has imposed a heavy tax burden on every citizen. But not even the excessive taxation we now bear is sufficient to pay the mounting costs of government; so the government resorts to inflation.

Competent economists, such as Colin Clark, basing their conclusions on studies of the financial behavior of nations, have stated that when the tax take of government rises to the range of 20 to 25 percent of the earned income of the people, large segments of the population will demand an easing of the burden of direct taxes by increasing the volume of the money. This is inflation!

It has been demonstrated that once the government assumes responsibility for the economic welfare of its citizens, the 20 to 25 percent range in tax take of earned income is quickly reached. In the United States we are far beyond this point. We are now above 35 percent! And the inevitable progression appears to be on schedule, as indicated by the fact that from 1933 to 1955 there has been a 500 percent increase in the money supply of the United States (i.e., total deposits and currency outside banks) while the population increased only 32 percent. In spite of the vastly increased productivity of our industrial machine, there has occurred, since 1933, a sharp decrease, some 55 percent, in the purchasing power of our money!

## **Our Freedoms**

It is unfortunate that we have forgotten the old adage: "Whoso controls our subsistence, controls us." Professor F. H. Hayek cautioned us, "Economic control is not merely control of a sector of human life which can be separated from the rest, it is control of the means for all our ends."

Freedom of worship is an empty thing if we are denied the financial means to erect churches, pay our clergy, print religious literature and propagate our faith. Freedom of the press means nothing if we are deprived of the means to buy presses, type, and newsprint. And what meaning can be attached to free speech if we know that we must speak in a certain way or else lose favor with those who control the food, clothing, and shelter which we need to survive? Unless we have full freedom in the economic realm we cannot have full freedom in any other. Unless we have a society in which the producer enjoys the full fruits of his labor, our freedom is impaired precisely to the degree that political exactions deprive the man who works, whether with mind or muscle, of his production.

Slavery is commonly thought of as ownership of one man by another. But the slave-holder would not quibble about owning the man, provided he owns the products of the man's labor! A slave, in other words, is a man to whom the right of economic freedom is denied. From this premise the denial of all other rights follows. There-

fore, in any realistic discussion of freedom, what happens in the economic realm is basic.

How much freedom have we lost in the economic realm? As I have stated, the latest statistics show that more than 35 percent of the national earned income is now confiscated by all levels of government. This loss of control over the fruits of our labor is a valid measure of the erosion of our freedom. Government has curtailed our liberty by more than a third, according to this basic yardstick!

## **Where the Blame Lies**

Where lies the blame for our current condition—so foreign to the promises of the original American character and faith?

The fact is that all of us, you and I, must share the blame. Somewhere we got off the track. Over the past 50 years we have encouraged—nay, we have actively participated in—the propagation of a misplaced faith in the power of government to accomplish all sorts of social, economic and even moral purposes. Implementing this faith we have thrust enormous powers upon government; or else, with great docility, we have acquiesced while the powers and functions of government have been extended, accelerated, and centralized. Such enhancement of political power at the expense of the natural rights of individuals is correctly labeled "socialism."

## **Socialism—Disguised Tyranny**

The tendency of citizens in all walks of life is to be complacent about the advance of what might be called piece-meal socialism—political intrusion that does not encroach upon what each one conceives to be his own territory. We tend to be apathetic about the general socialistic drift. In many instances we actively support socialistic measures under the guise of "promoting prosperity" or "developing the community." But we should now be aware that what threatens to engulf us is total state socialism. All those in positions to influence public opinion have a duty to actively oppose socialism wherever it appears, because socialism is ancient tyranny under a modern disguise—even though it has enlisted some misguided idealism in its behalf. If the promise of America is to be redeemed we must oppose state socialism on every level—philosophical and spiritual as well as economic and political. If our sole concern is merely that aspect of socialism which directly confronts our own company, or our own industry or our own community, we may contribute to the advance of so-

(Continued on page 32)

# Supervisory Development—

## Pitfalls and Guide Posts

By E. C. BENTZEN  
Sunderlin Organization,  
Cleveland, Ohio

■ FEW business enterprises operate at anywhere near the level of their potential efficiency and one of the prominent reasons is that the supervisors lack competence and drive. As one superintendent put it, "All of the knuckleheads are not in the Union." And as they are the spark plugs, the effectiveness of the workers is way below what it could be.

By supervisors is meant those from the top levels down to the first line and those whose functions are staff in type as well as the members of the regular line organization. For an enterprise to operate efficiently, functions of both kinds must be headed up by able and enthusiastic individuals whose efforts complement one another.

Training is frequently resorted to as a means of correcting organizational ills but seldom are the desired results achieved. In extreme cases the development program backfires and leaves a bad taste in the supervisors' mouths.

To present the problem in its proper perspective the dissatisfactions of Top Management will first be pointed out and then the supervisors' reactions to commonly used training methods will be described. Lastly, the situation will be presented from one consultant's view based on his experiences in over 200 American companies from coast to coast.

### As Seen Through Management's Eyes

Interest in the company's welfare decreases alarmingly from the top echelons down to the first line of supervision. The top men give all of their energy, thought, and time, to make the enterprise successful. The bottom men put in their time and go through the motions of working but whether they work for one company or another is not a vital consideration. The men in between these extremes

vary in degree according to their respective management levels.

If everyone is to have the fervor of the president and vice president and reflect their industriousness, judgment, and loyalty to the company, they must be motivated, given the tools, and taught how to use them. The logical answer is a training program of some kind. Since those lowest on the totem pole are in greatest need, they are the ones at whom the program will be directed.

Dr. Wolfgang Von Steinkraut or his counterpart is then called in to formulate and administer a suitable program. The eminent Ph. D entertains his students and broadens their points of view. He does a highly competent job in a general way but when it is all over the improvement is vague or, at best, unmeasurable. Neither top management nor bottom management is satisfied that specific needs have been filled. Certainly, no money has been deposited in the bank.

### As Seen Through the Foremen's Eyes

It was gratifying to know that the Company thought enough of them to engage an instructor of Dr. Von Steinkraut's prominence.

He was extremely personable, a mental giant, and an excellent teacher; he raised the supervisors' sights.

But what did they learn that could be put to everyday use? Why were the foremen the ones to be brain washed and propagandized when they believed their superiors needed improvement just as much? Said one, "If they knew the conditions under which we are forced to work they would be less critical and more helpful." Another remonstrated, "We are fed up to the necks with one-way training. Get out more production. Cut costs. Meet schedules. Prevent grievances. That's



E. C. BENTZEN

all we hear and it's high time someone did something to help instead of preaching more damned sermons."

### As Seen Through the Consultant's Eyes

Areas much in need of improvement are usually: 1, Sound but misunderstood policies; 2, unsound policies and practices which should be corrected; and 3, organizational defects. All three of these are responsibilities of management and supervisory training is more or less futile if they are ignored. Resentment develops when constructive supervisory viewpoints are suppressed and needless barriers to smooth operation are not removed.

On the supervisory level these conditions are frequently found:

Supervisors do not always understand the basic responsibilities of supervision. Let's say for an example that a foreman is informed a certain order must be shipped the following day. He instructs his subordinate accordingly. When the order is not shipped and he is asked the reason, he replies, "I don't know. I told Joe to do it."

Supervisors sometimes work so hard that they have little time to manage. They perform functions which should be taken care of by Production Planning. They do paper work which should be done by a clerk. They make investigations which should be made by Industrial Engineering. They are called to the offices of staff personnel to answer questions instead of being visited by these persons.

Supervisors, their immediate superiors, and even some highly placed executives, stress the welfare of their own departments and divisions to the detriment of the balance of the organization. A common illustration is the sales department that promises quicker than necessary delivery and by so doing causes extra set ups in the factory.

Supervisors are chosen for their re-

liable personal qualities and their skills as artisans instead of leadership qualities. In one factory two foremen were found who actually could not read.

Supervisors are wisely selected but poorly indoctrinated. One day they are workers and literally the next day they are bosses.

Supervisors are not supplied with the proper tools. Unfavorable variances, for example, are either not given them or, the information is too late to be of any use.

Training methods and practices are, of themselves, suspect in some cases.

When a course is held on company premises during working hours the atmosphere is not properly conducive. Interruptions by men being called to the telephone seriously disturb continuity.

Interest often diminishes after the half way point in the course is passed. By this time the supervisors have a good idea of what is to come and, except for being somewhat entertaining and a respite from the daily hum drum, they find the course boring.

Most courses are predicated on the assumption that one person can develop another. This, we have observed is impossible; the most that can be done is to create in the learner a desire for improvement and help him to help himself.

When the instructor is an employee of the company he does not always have the respect of his students. Regardless of how well he is technically qualified his feet of clay and the fact that his foibles are known can not help handicapping his efforts. He can not say, "Do as I say, not as I do."

Even superficial consideration of these three viewpoints discloses faults on top management's part as well as deficiencies on the lower echelons and the fallacy of uni-lateral information flow. The remedy, therefore, should correct these conditions and, at the same time, utilize time-tested training fundamentals to build a cohesively strong supervisory force.

### Deduced Philosophy

An instructor is most effective when the trainees have a receptive attitude. They then can, and do, develop themselves. With hunger for development, training is still futile unless each trainee's superior conforms to the administrative practices held up as models.

Enthusiasm is created when a training course embraces problems currently confronting those being trained and offers specific solutions to those problems. It is desirable, therefore, that the course be tailored to fit the needs of each student. For a fundamental course to be so altered, it is necessary

for the instructor to visit each trainee on the job and learn exactly what his job situation is and how his understanding of it compares with the facts. This concept demands that the instructor, in addition to being a capable teacher, have practical experience throughout the entire gamut of management and, preferably, in various types of industries.

To keep interest from flagging the discourse within the class room must be two way with the leader doing progressively less of the talking until at the end of the course his voice is heard no more than 25% of the time. In addition, the answers should be developed by the members of the class as the instructor leads their minds toward predetermined but unidentified conclusions.

It is difficult for a top executive to become intimately familiar with the frustrating conditions under which many supervisors work today because direct communication is blocked by the chain of command and/or information flowing upward to him is either withheld or distorted. Information flowing upward is erroneous or incomplete when a conscientious executive conceals unpleasant facts or the existence of problems which he cannot solve although he believes he can do so. For a training program to bridge this gap, all information and reactions emanating from the training group should be available to the chief executive. When he can see top management through the eyes of those on the lower levels, he can either take steps to eradicate misguided conceptions or correct unsound policies and practices.

Company instituted training programs receive poor acceptance, because of this one-way flow of information. The supervisors of large companies which have had extensive experience call it "brain washing and propaganda" to get out more production."

Some executives are reluctant to delegate authority commensurate with responsibility. Consequently, their subordinates, including those in important positions, are inclined to welcome the absence of authority as it gives them legitimate excuses when missions fail to be accomplished. The onus is passed to the boss and he ultimately finds himself carrying the whole load while they assume the role of interested spectators; the ones who should be are not an integral force in the directing effort. This situation is corrected when the instruction includes organizational relationships, administration, proper delegation of responsibility and communications. Although what to do when the chain of command cannot readily be followed is of grave importance, many supervisors are abysmally ignorant of the answer.

One of the most perplexing problems of supervisors is how to act when they find themselves in the "no man's land" between management and labor. If they attempt to enforce a policy which, when objected to by the Union, is not backed up by the very ones who formulated it, they hesitate to jeopardize their personal security the second time.

Small and medium sized companies ordinarily do not systematically appraise the competence and the potential of their supervisors. A training course gives the same benefits to companies in this size range that the larger ones achieve by other means when it makes specific recommendations as to each trainee's capabilities for line versus staff work and the areas in which further training would be worthwhile. Then, too, there are always a few who would not benefit by any amount or form of training. It is important that management know who these persons are.

Finally, if training is to be entirely practical it should return more than its cost, the same as any other tool of management. A training course that taps the ingenuity of the supervisors more than pays for itself in the form of improvements with tangible savings value. A suitable yardstick in this writer's opinion is two to one the first year after completely ignoring intangible betterments.

Only naive management would fail to initiate training in the belief that all supervisors are well fitted for their jobs, enthusiastic, and loyal to the company. The facts are quite to the contrary—as shown by surveys conducted by qualified experts and the rather extensive experience referred to previously. Surveys have not discovered that the average supervisor, before being trained, was unusually competent, inherently noble, or dedicated to the welfare of the enterprise employing him. Those on the lower levels, especially, derive little enjoyment from their work; their prime motivation is money for their daily expenses and installment payments. They have to work somewhere and only the few best managed companies offer the challenges, the pride of belonging and the other satisfactions for which they subconsciously yearn.

From the viewpoints given it must be concluded that the first requirement, for training to accomplish what is expected, is an awareness on the part of top management of the differences in training curricula and methods of training. Those based on the philosophy presented have exceeded management's hopes in every case.

(Continued on page 30)

# Marketing Intelligence

By AL N. SEARS, President  
National Sales Executives—International

■ IN our highly industrialized society, marketing has become the major motivating force. As a result of the greater complexity and importance of marketing operations, a new approach to marketing is being adopted by many firms. The needs and wants of the consumer are more fully taken into account and greater emphasis is given to planning and control. More than ever before management needs a flow of accurate, up-to-the-minute marketing intelligence to guide it in making sound decisions.

Answers must be provided to such questions as "What do consumers want?", "What will persuade them to buy the product?", "How many can be sold?", "Who are the most likely prospects?", "Where are the best market opportunities?", "How can these markets best be tapped?", "What is competition doing?". With a rapid, efficient intelligence system, management is able to decide what products to make, how to influence prospective customers, how to allocate its sales resources, and how to improve its efficiency in selling operations.

A major source of marketing intelligence is internal operating records. Effectively exploited, these records can give much of the needed data to plan and control sales activities.

There are many important types of external marketing data which are valuable in forecasting the size of future markets and setting market potentials for territories and salesmen. Information on the factors that influence buying decisions can be obtained by a well-organized approach to the customers of the firm and its competitors.

In firms of all sizes and in all fields of activity, marketing intelligence is firmly established as a vital tool of modern marketing management.

If we accept the proposition that all business starts with orders, this simple fact makes the salesman the prime mover of our economy. By making a sale which is formalized into an order the salesman starts the "chain reactions" that turn the wheels of our business-based economy. The sale is

an expression of a value judgment, arrived at in the mind of a man or woman who has the ability to buy. This observation is fundamental to a consideration of marketing intelligence.

## Need vs. Price

What are these value judgments that control marketing? They are results of a comparison made in the human mind.

The comparison can be put this way: I see or feel a need or experience a dissatisfaction. Call that Condition A. I am offered a product or service that can meet that need or remove that dissatisfaction, at a given price. Call that Condition B. I compare Condition A to Condition B. If A is more intense than B, I buy. If B is more intense than A, I keep my money. Since I, like everybody else, can conjure more wants and needs than I have money, I must choose among them and satisfy only those my means permit, foregoing the others.

The job of the salesman is to educate me to perceive—or to motivate me to feel that I will be better off by buying than by not buying. It is the job of the rest of the people who make up the marketing system to make the price I must pay to meet a need—or remove a dissatisfaction—the lowest it can be.

Thus, the sales process consists of: telling the right story, to the right people, at the right time, in the right way. To complete the marketing process it is necessary to: deliver the right things, to the right place, at the right time, for the right price. The problem of marketing intelligence reduces itself to the word "right."

The three basic sources of information for developing marketing intelligence are internal operating records, external statistical intelligence, and first hand observations on the value judgments of buyers.

## Internal Operating Records

The most powerful single tool of marketing intelligence is a fast, effective communications system on marketing conditions. This provides the necessary facts for sound decisions by sales management.

A problem, clearly stated and well understood, is half solved. Specifically, a well-engineered, administrative sales control system enables you to answer such important questions as these:

1. How many of your present customers contribute to profit?
2. How many of your present customers cost you real money?
3. What distinguishes profitable from unprofitable customers?
4. How much money are you losing on unprofitable customers?
5. How much of this is because of what they themselves are?
6. How much of this is because of what you yourself do?
7. How many of your prospects can become profitable customers, when and if you sell them?
8. What selling pattern is most likely to convert them into profitable customers?
9. How many of your prospects are sure to become unprofitable customers, when and if you sell them?
10. How many sales calls and how much money are you spending on unprofitable accounts and prospects like them?
11. What sales and sales support patterns are most effective to open profitable accounts, to hold profitable accounts, and to regain lost profitable accounts?
12. How effective is each sales supervisor and salesman, and what are the strengths and weaknesses of each?

## Choosing The Right System

In the small organization, a sales record system to accomplish these objectives can be maintained manually. In somewhat larger organizations, the most efficient procedure may require the use of punch card tabulating equipment. In the largest class of sales organizations, the volume is likely to justify the use of a Data Automation System.

Regardless of how the data are processed—this depends entirely on the volume—there has to be a clear separation between administrative control and sales analysis. Wherever the organization is split between line and staff, the administrative control func-

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tions belong to the line—with the analytical and maintenance functions being given to the staff.

The basic element in any system is a working control record at the salesman and sales supervisor level. A visible control system which signals key factors affecting the status of the accounts handled by each salesman is a vital tool. It is used by the sales supervisor to make sure that the salesmen are telling the right story to the right people, at the right time, and in the right way.

### Facts From Sales Records

What kind of records make a sales-production control system of this kind so effective, flexible, and powerful? First, there is a "situation report" or "appraisal report." This report—made at infrequent intervals—is a complete description of each establishment regarded as a prospect.

The test of the data is: are they relevant to this establishment's ability to buy, or to the identification and measurement of the buying factors? An "appraisal report" made by a paint company—dealing with a particular cotton mill—would be entirely different if made by an office-equipment company. Each "appraisal report" must be designed to tell the story about the prospect in relationship to a specific vendor.

A second key internal sales record is the "unit call report." This is a report of a single call by a salesman on a particular establishment. It reports on the contacts made by the salesman and what progress was made toward achieving the sale. It also enables the updating of the basic appraisal reports by providing information on personnel changes or other developments that modify the data previously recorded. By using standardized pre-coded forms on which the salesman can report most of the pertinent data by check marks, the burden on the salesman is greatly reduced. The report can then be directly used as input to an automated data processing system. This is particularly important where there is a large volume of reports, since it can be a major efficiency factor.

The third source document is the sales order itself. The actual input might be a carbon copy of the invoice, or a coded paper or magnetic tape produced as a by-product of the invoicing operation. The information on the invoice represents the final link in the chain of sales activities, providing such pertinent facts as the identity of the salesman and customer, what was sold, the quantity, the amount of sale, location of the sale, and other data which are vital in efficient sales administration.

From these three uncomplicated documents—and with the use of appropriate data processing methods—sales management can develop marketing intelligence for the making of timely, logical decisions. From these internal records, management can learn which individuals make the value judgments determining sales to each establishment and which factors govern these value judgments. A company can also find out what its salesmen have done to influence these value judgments, and how successful these sales efforts have been, as measured by frequency and amount of actual sales. Every organization has access to such internal statistical intelligence, because it cannot escape having it somewhere. While many companies make productive use of such marketing data an amazing number continue to operate without the benefit of such a "radar screen" for management direction.

### Putting These Facts to Work

The analysis of salesmen's activities might show, for example, that the successful salesman is making more than five planned calls a day, with the unsuccessful one averaging less than five "come-what-may" calls. Successful men tend to work in a range of from 85 to 135 customers and prospects, with fairly definite characteristics. The unsuccessful men tend to work either with fewer than 80 or more than 150, and are not careful of their selection of prospects on which to concentrate. Many of their prospects turn up in industry-or-size classifications which are unprofitable or unfruitful.

Successful men call on three or more individuals in establishments they solicit, while unsuccessful men usually see only the purchasing agent or perhaps one other person. Successful men tend to get an order for some item after several calls, while the unsuccessful men, particularly those who have small customer lists and make few calls, usually require eight or more calls to get an initial order. Successful men stress "user benefits" heavily, and mention product features only or chiefly to show how these benefits are obtained. Unsuccessful men tend to try to sell product features and to get deeply involved in discussions of product design.

With this kind of information the sales supervisor can concentrate on strengthening weak men, and through management coaching, develop them into successful salesmen. By providing such analyses of selling activities, management is able to set up performance standards. The sales supervisor can apply these standards to guide sales efforts and help determine the manpower for a given sales program.

### External Statistical Intelligence

While one's own experience may be a very rich mine of facts it is not the only one. A wealth of marketing intelligence is also available in public records. Consider the variety of data obtainable from the various Censuses. Another vital source is County Business Patterns which provides detailed data on industrial establishments for individual counties throughout the nation. Other pertinent data on employment, industrial production, national income, Gross National Product, prices, consumption and transportation are available from the reports of Federal agencies. A very useful tool for many types of industrial market analysis is the information on interindustry relationships developed by the Bureau of Labor Statistics.

While the Federal Government is the principal source of statistical information, there are many other valuable data sources. Trade associations frequently publish useful statistical reports. Trade journals are an invaluable source of information on the industries they cover. Private research organizations such as the National Industrial Conference Board and the National Bureau of Economic Research publish useful reports. The Department of Commerce publishes monthly the Distribution Data Guide which lists and describes selected current information of value to those engaged in marketing and distribution.

To improve the usefulness of the Federal statistical program the Federal Statistics Users Conference has been organized to represent all nongovernmental users of Federal statistics.

### Determination of Marketing Potentials

Data from the County Business Patterns together with Census and other statistical information provide the basis for a system of measuring sales potentials. Together with information from internal sales records, these data serve as a guide in setting up sales territories.

When these territories have been established, it is then necessary to determine the potential sales volume for each territory. After actual sales have been tabulated on a county basis, those for which no sales are reported are eliminated from the analysis.

The next step is to stratify the counties on the basis of the sales volume and also on number of establishments and employees, amount of payroll, or other gross indicators of county size.

From secondary sources, statistical series are selected that appear to give pertinent marketing information on

(Continued on page 52)



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# News Forum

This department includes a digest of news and comment about Connecticut industry of interest to management and others desiring to follow industrial news and trends.

♦ LEON L. LEMAIRE of Welch Road, Southington, has been named as an attorney on MAC's staff by Executive Vice President Frederick H. Waterhouse.

Formerly a Moosup resident, Mr. Lemaire will serve the Association in the fields of industrial relations, state and federal labor relations and in state legislative activities.

He was formerly assistant legal advisor to the Middle Atlantic Transportation Co. Inc. of New Britain.

Mr. Lemaire is a graduate of the University of Connecticut and the University of Connecticut Law School where he won his LL.B. in 1959. He was admitted to the Connecticut Bar in August 1959 and is a member of the Connecticut, the Hartford County and the American Bar Associations. He was an honors graduate at UConn in 1956. He majored in economics and was active in student affairs. He was a member of the Dean's Student Advisory Council, Gamma Chi Epsilon honor society and Delta Chi.

He served in the Navy from 1948 to 1952 and holds the commission of lieutenant (jg) in the Naval Reserve.



LEON L. LEMAIRE

Mr. Lemaire is the son of Mr. and Mrs. R. J. Lemaire of Moosup. He is married to the former Jane Guilford of West Hartford. The Lemaires have two daughters.

♦ RICHARD T. WALL, vice presi-

dent of ADS, Inc., Division of CSW Plastic Types, Inc., Rocky Hill, and developer of the new lightweight, laminated letterpress plate called "Plastalum," has announced the marketing for sale to all platemakers of a new aluminum plate backing sheet called "Perfaluim."

The backing sheet, when molded with a specified type of plastic in sheet or granular powder form molds, backs up and makes an economy Plastalum press plate on a five minute cycle which is said to be mechanically sound, press proven and which produces quality printing with good press mileage on all flat and rotary letterpress equipment.

♦ THE INVENTION of certain new and useful improvements in making ductile copper platings has been announced by The Seymour Manufacturing Company, Seymour. The product is marketed under the patented name of "CuSOL."

"CuSOL" relates to electrodeposition of metals and to a process of and materials for use in the process of electrodepositing copper. The resulting copper plate displays exceptional ductility, smoothness and covering power. CuSOL has to do with addition agents for producing these desirable characteristics in the copper plate and may be used with acid copper baths of usual conditions.

CuSOL's objective, according to the company, is not to produce bright copper deposits, but rather to substantially increase the stability of the copper plate and to provide an essentially permanent plate which carries the

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◆ THE BRISTOL COMPANY, Waterbury, a subsidiary of American Chain & Cable Company, Inc., has acquired Hanson-Gorill-Brian, Inc., Glen Cove, New York, it has been announced by William H. Faeth, president of The Bristol Company.

The business will be operated through a new subsidiary to be known as The Data-Master Corporation, and will retain the same management and engineering staff.

Hanson-Gorill-Brian manufactures "Data-Master" digital data logging equipment, thyratron power amplifiers, transistorized servo-controlled amplifiers, thyratron and silicon-controlled-rectifier control units, infrared pyrometers and detection instruments, and special-purpose vacuum tubes.

◆ DEDICATION of the Connecticut Light and Power Company's Norwalk Harbor Generating Station, was marked by brief ceremonies recently. A detachment of Coast Guardsmen from the Eaton's Neck Coast Guard Station, Northport, Long Island, took part in flag raising ceremonies which marked the dedication of the state's newest electric generating facility.

The dedication followed a luncheon attended by representatives of local and state governments, the electrical industry and the press. Following the ceremonies, guests made an inspection trip through the new station.

◆ A NAVY CONTRACT has been awarded York Research Corporation of Stamford by the United States Bureau of Ships for Radio Interference Studies and Determination of Design Criteria for Suppression. The contract of initially \$100,000 is scheduled to be complete within a year, according to Warren C. Hyer, York's president.

The company's range of service covers military environmental and commercial testing for the electronic, electrical and other industries, as well as for the textile and chemical specialties fields. Another division of the firm specializes in industrial and institutional marketing research services.

◆ A BASIC MANUAL explaining the flexible tubing industry, said to be the first of its kind, has been published by the Flexible Tubing Corporation, Guilford.

Called "The Facts About Flexible Tubing," the manual provides a full description of the varied forms, major advantages and uses of flexible tubing. Copies are available from the company.

◆ WESLEY ROTH BECHER, founder and chairman of the board of



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Radiant Baseboard Panel, Inc., Radiant Ray Radiation, Inc., and president of Radiant Ray Electronics, all of Newington, died recently after a brief illness.

Prior to entering the heating industry Mr. Becher was vice president and general manager of the Silex Company of Hartford. He was active in civic affairs in Wethersfield and had served as a member of the Zoning Board and the Town Plan Committee.

He is survived by his parents, his wife, a son, three sisters two brothers and five grandchildren.

♦ THE MONTGOMERY COMPANY of Windsor Locks has acquired New England Electrical Works, Inc. of Lisbon, New Hampshire. This acquisition is said to be the company's first major step in its plan for corporate growth through entry into related fields.

New England Electrical Works manufactures specialty stranded and braided wire and cable, primarily from copper and copper alloys. Founded in 1898, the company supplies conductors to a broad cross-section of the electrical-electronic market.

Founded in 1871, the Montgomery Company has pioneered in the development and production of flexible uninsulated electrical tinsel conductors for the communication and appliance fields.

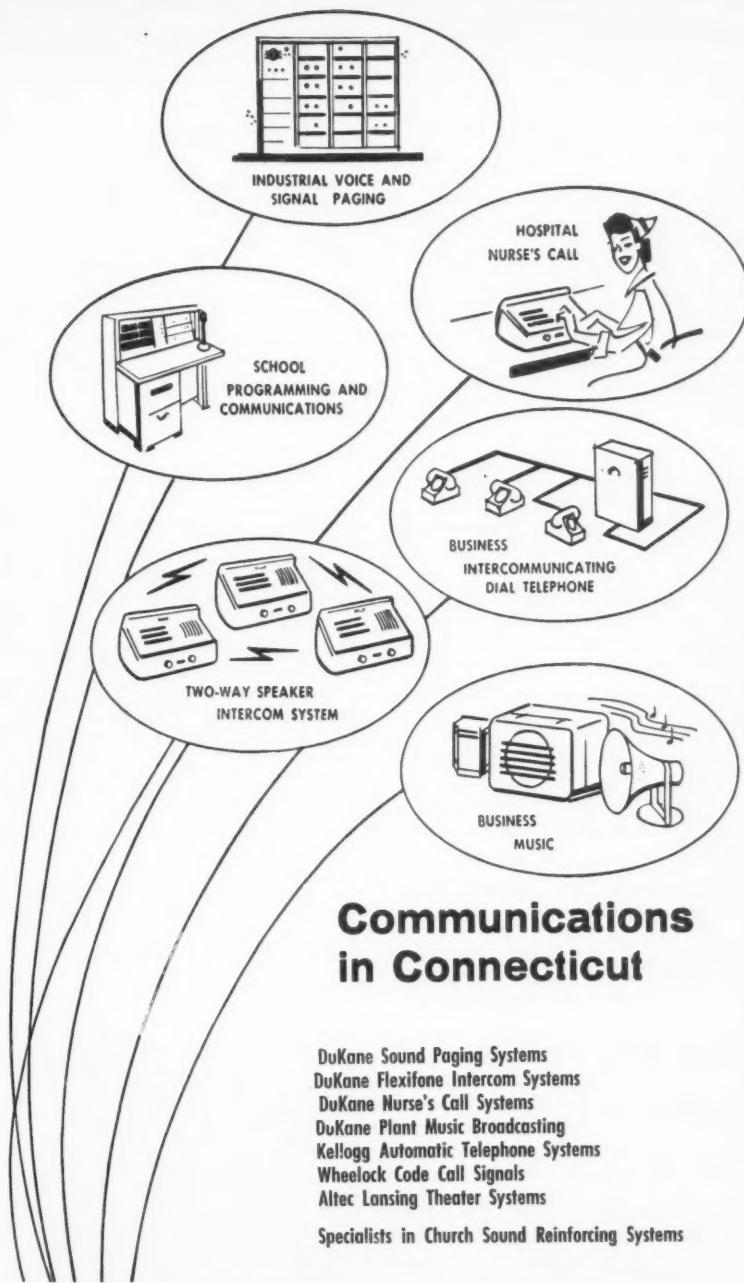
New England's name will remain, and it will continue to be located in Lisbon, operating as a subsidiary of Montgomery.

♦ THE KAMAN AIRCRAFT Corporation has been named for the first time to the Defense Departments list of the top 100 defense contractors.

Kaman is the only independent helicopter manufacturer included in the Department of Defense list for the calendar year 1959. The company placed in 66th position with total contract awards for the year of \$39 million.

FARREL-BIRMINGHAM CO., INC., Ansonia, has received an order for a large tandem of sugar cane grinding mills from Ingenio y Refineria San Martin del Tabacal, S.A., located in a rich cane producing area in the province of Salta, Argentina. Vital to the contract was long-term financing required by the purchaser, most of which is being provided by the Export-Import Bank, Washington, D. C., with Farrel participating.

With negotiations completed after a period of several months, Argentina can now look forward to the delivery



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of grinding equipment which will give a much-needed boost to that country's sugar production.

A manufacturer of various types of heavy machinery and machine tools, Farrel-Birmingham has specialized in designing and building sugar mills since the early 1870's.

◆ AN AIR FORCE contract for the design and construction of a prototype solar power generator for space satellites has been awarded to Hamilton Standard, a division of United Aircraft Corporation, Windsor Locks.

William E. Diefenderfer, engineering manager, said the 100-watt generator will be completed and ready for ground testing by late fall. It will comprise hundreds of small aluminum reflectors assembled in groups of 28 on lightweight aluminum tubing. The reflectors, four inches in diameter, focus sunlight on tiny radiation collectors in their centers. The heat of the rays is then conducted to one end of a thermocouple, whose other end is cooled by radiation from the reflector's back surface.

Temperature at the heated end of the thermocouple may reach as high as 1,000 degrees F., while at the other it may be as low as 400 degrees F. This difference creates a voltage which causes a flow of electrical current

through the devices powered by the generator. When a satellite is in orbit on the sunny side of the earth, part of the generator's output could be channeled to storage batteries. This reserve power could be used when the space capsule is cut off from the sun by the earth's shadow.

◆ ROBERT W. CAMPBELL has been appointed manager, educational sales department of Stanley Tools, it has been announced by Charles L. Lohmeyer, general sales manager.

Mr. Campbell, who succeeds Fred J. Gross, recently retired, joined Stanley in 1954 and after completing a sales and factory training program, fulfilled special assignments throughout the United States. In 1955 he was appointed to the educational sales department.

◆ THE MARKETING of new equipment that solves one of management's competitive selling problems by lowering costs of production and product-parts identification has been announced by Automation Equipment, Inc., Wallingford. It is an automatic silk screen printer which reproduces trade marks, logotypes, nameplates, directions, operational instructions, labels, dials and clock faces directly on products and components.

With unskilled help, the automatic silk screen machine, which is 22" by 54" by 42" high, can print small parts at a relatively fast rate. It prints an area up to three square inches with accuracy within .004 of an inch.

◆ A NEW 12-page brochure, Bulletin No. 8010, describes Dorr-Oliver Incorporated, Stamford, as a source of engineering services in the development of complete plants on a world wide basis.

The services described include laboratory testing, pilot plant demonstration, flowsheet preparation and engineering studies, cost estimates, plant design and specifications, purchase of equipment, supply of complete plants, erection and construction, supervision of initial operation, and training of plant personnel.

◆ A NEWLY DEVELOPED high temperature conductive and shielding gasket material, Alu-Flex H. T., is announced by the Auburn Manufacturing Company, Middletown.

The new style Alu-Flex extends the temperature range to 500°F. and down to minus 65°F. Auburn fabricates in any size or shape gasket, seal, shim, ring, etc., or supplies it in sheets.

The new material is a silicone rub-

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ber with aluminum mesh. It was specially developed to prevent radio frequency energy from escaping at joints in closed containers with RF emitting apparatus, while also providing positive air and fluid sealing.

It has applications in connection with wave guide equipment, ignition harnesses, x-ray equipment, and shielding between magnetos and their bases.

♦ H. HOWARD SPENCER has been elected treasurer of The Cushman Chuck Company, Hartford, manufacturers of air and manually operated chucks and accessory equipment.

Shortly after joining Cushman in 1947 as a cost accountant, Mr. Spencer was named supervisor of the cost accounting department and in 1952 was elected assistant treasurer of the company.

Mr. Spencer, a graduate of Yale University in 1936, is a past president of the Hartford Chapter of the National Association of Accountants and is presently a national director of the organization.

Orrin C. Witter has been named supervisor of the Cost Accounting Department of the company. He joined Cushman in 1946 as a trainee and transferred in 1948 to the Cost Accounting Department where he has served as clerk, chief cost clerk, and assistant supervisor.

♦ THE APPOINTMENT of William H. Cotton as secretary and treasurer of Reeves Soundcraft Corp., Danbury, has been announced by Hazard E. Reeves, president.

Mr. Cotton was formerly manager, Systems Department, Fleishman Manufacturing Division of Standard Brands, Inc. He was associated with Standards Brands for 15 years. He is a graduate of Penn State and is a member of the National Association of Accountants.

♦ HENRY V. PELTON, a divisional vice president of The Stanley Works, New Britain, has announced his resignation to become vice president, operations, of Dunham-Bush, Inc., West Hartford.

Dunham-Bush, Inc., manufacturer of commercial refrigeration, air-conditioning and heating equipment and specialized heat transfer products, has two plants in Canada and five plants in the United States. In his new position, Mr. Pelton will be in charge of operations in all plants of the company and will be next in command to the president, Cecil Boling.

Mr. Pelton started his business career with The Stanley Works upon his graduation from Amherst College in 1933. In 1951 he became vice

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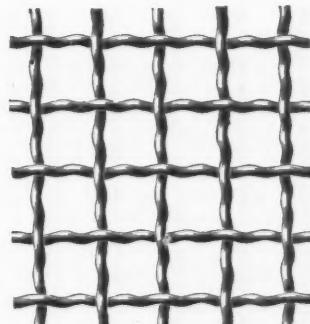
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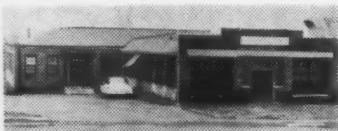
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president and general manager of the Hardware Division and in 1956 was elected vice president, divisional administration.

◆ EDWARD D. KANE has been appointed sales manager of Kahn & Co., Inc., manufacturers of missile, aircraft and industrial test equipment, and compressed gas dryers. The company is located in its new offices and plant on Wells Road in Wethersfield.

Mr. Kane is a graduate of M.I.T. with a B.S. degree in chemical engineering. He is a licensed professional engineer in Connecticut.

He was formerly a consultant to the Atomic Energy Commission doing work on submarine reactors and the first atomic generating station. Immediately prior to joining Kahn & Co., Mr. Kane was a divisional sales manager of Cuno Engineering Corporation, Meriden.

◆ R. G. FOX, JR. has been promoted to the newly created post of general manager of distribution of The American Thread Co., it has been announced by Harry Horrocks, vice president.

Mr. Fox will be responsible for the firm's general traffic division in addition to his present duties as general manager of branch office operations.

The company has also announced the appointment of Denver Eyler to the post of general traffic manager.

Mr. Fox has had twenty-five years in the distribution field, all with American Thread. Mr. Eyler joined the company in 1943.

◆ W. GARRICK STEPHENS has been appointed sales engineer for the Electronics Control Division of Veeder-Root, Incorporated, manufacturers of computers and counting instruments. The Division is located at Danvers, Mass.

Formerly field contract quotation administrator for magnetic operations

of the Raytheon Company in Waltham, Mr. Stephens has been associated with Raytheon since 1957. Prior to that he was a test engineer at the Hamilton Standard Division of United Aircraft Corp.

◆ THE SEVENTH addition since its founding eleven years ago is now in final stage of completion at Humphrey-Wilkinson, Inc., North Haven, manufacturers of intermediates and specialty items for the chemical, petroleum and pharmaceutical industries.

The latest addition increases laboratory and production space by some 15 per cent, enabling the firm to offer additional facilities for research and technical service to their customers.

◆ NINETEEN companies on three continents have ordered thirty-four of the new "Dynatrol" vertical turret lathes, the first fully power-controlled machine tool ever developed, since its introduction at the beginning of this year by The Bullard Company, Bridgeport.

Purchasers in the United States extend from coast to coast and range from aircraft and missile manufacturers to firms building steamships, submarines, heavy electrical apparatus, nuclear reactors, steel rolling mills, earth-moving equipment, and oil-field machinery, as well as other types of machine tools.

The new "Dynatrol" vertical turret lathes incorporate revolutionary advances in machine tool design that make for greater production efficiency by keeping the tool in the cut more of the time and by increasing the operating speed and production rate.

◆ BENJAMIN E. HARRY has been appointed coordinator-foreign subsidiaries for Veeder-Root, Incorporated, manufacturers of computers and counting instruments.

The appointment was made in recognition of the increasing importance



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of foreign subsidiaries to the overall operations of the company, according to W. C. Stauble, president.

Mr. Harry will serve as liaison between the company's headquarters in Hartford and the subsidiaries in Dundee, Scotland; Addington, England, Melbourne, Australia and Sao Paulo, Brazil.

♦ A SPECIAL GARMENT to be worn when handling liquid oxygen has been designed by M. Setlow & Son, Inc., New Haven, manufacturers of work and safety clothing. The garment made of vinyl coated glass cloth, offers not only complete coverage for the head and body, but opens down the back. A hood can also be slipped forward when not in use.

M. Setlow & Son manufacture Chen-Wear Brand of acid resistant work clothing and in their line they stock vinyl coated glass aprons which are recommended for acid resistance.

♦ A NEW 12-page bulletin providing complete information and application engineering data on its many types of plastic extrusions is announced by Jessall Plastics, Division of The Electric Storage Battery Company, Kensington.

In addition to illustrating various types of extrusions, the new bulletin also shows typical applications and points out advantages that the use of plastic offers over other materials. "A Selection Guide to Thermoplastic Compounds" included in the bulletin gives handy and ready reference to the physical and chemical properties of thermoplastic compounds. Copies of the bulletin are available from the company.

♦ HARCO Laboratories, Inc., New Haven, has announced a new harness assembly engineered especially to meet the high temperature demands of modern thermocouple thermometry.

The manufacturer's exclusive techniques of grouping the wire leads of individual thermocouples into a stainless steel covered, flexible yet compact harness unit makes possible several important advantages of economy and performance. Installation and removal time are said to be greatly reduced; storage is facilitated; wear and tear through handling is diminished; performance life is extended, circuit reliability improved considerably.

♦ THE HENRY G. THOMSON & SON COMPANY of New Haven has announced that it has contracted to purchase the assets of Marshall Steel Company of McCook, Illinois.

The operations presently carried on by Marshall Steel Company will be

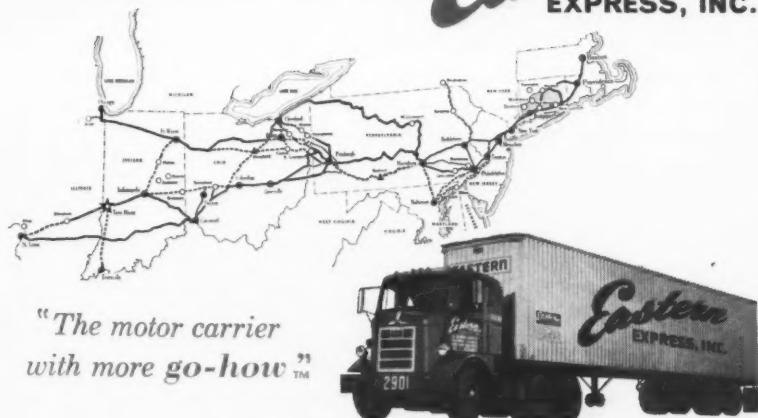
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continued by a new company which will be a wholly owned subsidiary of The Thompson Company and will be known as The Marshall Steel Company.

The Thompson company formed its Milband Machine Tool Division in 1959 to market its new heavy duty production band saw cut-off machine. The Marshall firm manufactures and markets nationally a complete line of precision ground tool steel and drill rod.

♦ THE BAIRD MACHINE COMPANY, Stratford, has announced a new line of spring manufacturing machines following acquisition of the line from The Clay Engineering and Manufacturing Co., Chicago. In making the announcement Durwood A. Blaisdell, Baird executive vice president, stated that the new line complements Baird's present ribbon and wire forming machinery line of machines which they have been building for the wire and spring industries for over 100 years.

♦ ROBERT D. TOBEY has been employed as special assistant to the president of The Warner Brothers Company, Bridgeport, it has been announced by John W. Field, president.

Mr. Tobey was most recently vice president and general manager of the lingerie division of Chadbourn Gotham and had previously run his own business from 1947 to 1950.

♦ FIRST COPIES of more than one-and-a-half million telephone directories whose new covers will picture Connecticut's resources and vacation attractions in the coming year were distributed recently in Milford.

The Southern New England Telephone Company plans a series of illustrations for 24 directories which will cover the state in the coming year. All will be done in a symbolic style by artist Bern Hill of Killingworth. The Milford cover suggests the range of history, scenic shore line and modern industry that are blended in that city. Others in the series will be in similar style, all in full color.

♦ DAVID C. THOMPSON has been appointed to the newly created post of marketing manager of Stanley-Humason, Inc., Forestville, a subsidiary of The Stanley Works.

Mr. Thompson joined the market research department of The Stanley Works after his graduation from Dartmouth College in 1957. In 1959 he was transferred to the sales department of the Stanley Hardware division.

♦ SIKORSKY AIRCRAFT has been awarded a \$3,438,094 contract by the

U. S. Army Transportation Materiel Command for the modification of a quantity of H-37 helicopters.

The contract covers modernization of 30 Army helicopters originally ordered from Sikorsky in 1954 and 1955. The principal items called for are the installation of automatic stabilization equipment and the standardization of communications equipment. Additional changes to be incorporated will result in increased operating efficiency and range and reduced operating and maintenance costs.

◆ FORTUNE PETER RYAN was elected president of Royal McBee Corporation recently and Fred C. Rummel was named chairman of the executive committee. Mr. Ryan fills the post held by Philip M. Zenner since 1954 until his recent death.

Mr. Zenner was born in Athens, Ohio, where, in 1906, his father and Charles F. McBee founded The McBee Binder Company to manufacture and market a binding machine. Mr. Zenner became the New York representative for McBee in 1931 and later headed the New York district sales office. Successively he became eastern divisional sales manager, vice president in charge of sales and chairman of the board in 1947. Following the death of his brother, D. R. Zenner, in 1950, he was elected president. He became president of Royal-McBee when his company was merged with Royal Typewriter Company in July, 1954.

Mr. Ryan, who is the grandson of the founder of the Royal Typewriter Company, Thomas Fortune Ryan, joined the company in 1934 as an apprentice in the New York Service Department. After serving in various sales capacities, he became assistant to the president of Royal Typewriter. In 1948 he was named vice president in charge of advertising and the Royal-type operations.

He became president of Royal Typewriter in 1951 and was elected executive vice president of Royal McBee in 1954.

◆ FOUR CONTRACTS for gas turbine engines, amounting to \$20,213,292, have been received by Avco Corporation's Lycoming Division, Stratford, it has been announced by James R. Kerr, president of Lycoming.

All four awards were made by the U. S. Air Force's Aeronautical Systems Center, Wright Patterson AFB, Ohio. The contracts cover both Lycoming T53 and T55 engine models.

◆ AVARD E. FULLER, president of The Fuller Brush Company, East

Hartford, has announced the promotion of M. Verne Joy to the position of industrial sales manager. Mr. Joy will supervise the entire industrial field sales organization and the industrial home office sales group. He will also institute and direct an intense program to create, develop and promote new industrial products for Fuller Brush.

Mr. Joy joined the company in 1945. He was assigned to special projects in the Industrial Products Division where he has served until his most recent position of sales supervisor.

◆ THE ELECTION of Leonard F. Cramer as president of The Casco

Products Corporation, Bridgeport, has been announced by James O. Burke, board chairman.

For the past year and one-half Mr. Cramer has been an independent marketing and management consultant. For the prior four years he was a vice president and general manager of the Magnavox Co., Ft. Wayne, Indiana, and before that was vice president and general manager of Avco Manufacturing Corporation's Crosley Radio and Television division.

Mr. Cramer succeeds Lawrence E. Fenn in the presidency. Mr. Fenn will continue to serve the company in a consulting capacity.

◆ THE ELECTION of Gordon Pat-

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terson as president and a director of the Yale & Towne Manufacturing Company, Stamford, has been announced by Herbert G. Wellington, chairman of the executive committee. Mr. Patterson succeeds Gilbert W. Chapman, who has retired.

Mr. Patterson, previously president of Square D Company, is the seventh president of Yale & Towne, which has been manufacturing and marketing lock and hardware products since 1868 and materials handling equipment since 1875.

Mr. Patterson was born at Hainan, China, where his parents were Ameri-

can Presbyterian missionaries. He studied at Wooster College (Ohio) and later at the University of Pittsburgh from which he was graduated in 1929 with the degree of B.S. in Business Administration. He received a law degree from Duquesne University in 1941.

♦ THE WORLD'S FIRST air conditioning system in a nuclear merchant ship was installed recently at a New Jersey shipyard. The N. S. Savannah, first nuclear-powered merchant vessel ever built, will make its sea trials this year.

All air conditioning connector ducts on the ship are made of Spiratube flexible tubing. The special flexible tubing, which provides a constant stream of high velocity cool air to the ship's living quarters, was designed and manufactured by the Flexible Tubing Corporation, Guilford.

♦ A SYNTHETIC rubber latex that can be used as a complete replacement for natural rubber in foam products is now being made by a new chemical process developed by scientists of the Naugatuck Chemical division, United States Rubber Co. The process involves the conversion of standard synthetic latex, with its relatively low rubber content, to the high solids latex needed in foam making.

The new latex, Naugatex J-8174, eases the problems of foam manufacturers who are currently faced with erratic price fluctuations and tight supplies on the natural rubber latex market.

♦ BIGELOW SANFORD CO., originally a carpet company but now engaged in diversified industries, including boat building, with its recent acquisition of Crestliner, Inc., will begin soon to produce a revolutionary new type of fiber at its Hartford Fibres division in Rocky Hill.

The new fiber, known as Zantrel, is a major new fiber resembling rayon and cotton which is expected to form the basis of an entirely new line of long-wearing rugs that can be successfully marketed under highly competitive conditions.

♦ GORDON ASSOCIATES, INC., Derby, manufacturers of hinge-type door bumpers and hinge lubricators, have announced the development of a disk designed to protect doors and walls from damage by door knobs and door bumpers of either the hinge or baseboard variety.

Called "Save-A-Door," the device is designed especially to protect the new, flush, hollow doors used so widely today.

♦ THE SALE of the historic Gong Bell Manufacturing Company, East Hampton, has been announced. The new owners are Leonard Salmanson, president, Donald Salmanson, vice president, Samuel Salmanson, secretary, and Charles Salmanson, treasurer.

Originally bell makers, the company has made toys for many years and will continue this production.

The brothers recently purchased the N. N. Hill Brass Co., of East Hampton, and own other firms in North Grosvenordale.

♦ HOMER D. BRONSON CO.,

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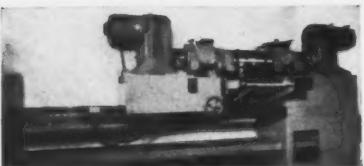
Alarm wake you this morning? Stove timer work all right? Did you drive to work . . . take a business trip by air . . . press a light switch . . . use a dictating machine . . . or home workshop motor? Then you, or someone in your home or business, used a spring. With a product-mix like this it's practically certain that we enter your daily living, tucked anonymously away in nationally known and respected brands of all sorts of articles.

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Beacon Falls, has announced construction of an addition to its plants to accommodate machinery and equipment being transferred from the Extruded Hinge Co., Ypsilanti, Michigan, which it recently acquired.

C. G. Arnold, president, announced the purchase of the Michigan firm, a division of Young Spring & Wire Corp.

Under construction is an addition which will provide 8,500 additional square feet of production space.

◆ ROBERT S. BAKER has been appointed vice president—manufacturing of the American Brass Company, according to an announcement by Richard M. Stewart, company president. He succeeds Sydney H. Wardell, who has retired.

Mr. Baker received his BS degree in metallurgy from Yale University in 1929. Immediately following his graduation he entered the employ of American Brass as a trainee in the laboratory. In 1935 he was appointed service engineer at the company's headquarters and in 1939 he was appointed technical supervisor of the Torrington division. He became successively assistant works manager and works manager of that division and in 1952 returned to the company's headquarters in Waterbury as director of mill operations.

◆ ARTHUR G. RUSSELL CO., INC., Bristol, has completed a participating agreement with Bishop and Babcock Manufacturing Co. of Cleveland, Ohio. The Cleveland firm is organized as a wholly-owned subsidiary, Bishop and Babcock Electronics Co., to manufacture and market new products designed and developed by Russell's staff.

Russell company officials said that their initial development for the new electronics subsidiary will be for the medical field.

◆ A LIQUID propellant gas cartridge no bigger than a flashlight battery, but powerful enough to nudge a faulty jetliner landing gear has been developed by Olin Mathieson Chemical Corporation, New Haven.

In announcing the new cartridge, D. J. C. Coops, vice president and general manager of the corporation's Energy Division, said it produces high pneumatic pressures in a fraction of a second, and can be adapted to operate nearly any pneumatic power-actuated device.

◆ T. GERALD DYAR has been named manager of the Special Products Division of The Gray Manufacturing Company, Hartford, it has been announced by President John W. Wibel.



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Formerly manager of Margolis Audio, Hartford, Mr. Dyar's background includes service with the U. S. Army Psychological Warfare Center, testing and evaluating communications equipment. He is currently technical editor of the Journal of the Society for Ethnomusicology and is a consultant in electro-acoustics to the Hartford Seminary Foundation.

♦ HEUBLEIN, INC., manufacturers and importers of fine foods and beverages, Hartford, has announced a million-dollar expansion of its headquarters facilities.

John G. Martin, president, said the addition will increase present facilities by 30,000 square feet. The new structure is expected to be ready for occupancy in late spring or early summer of next year.

♦ McKESSON LABORATORIES, which manufactures McKesson trademarked products distributed throughout the United States by McKesson & Robbins and other wholesale outlets, has put into operation a computer-based system for minimizing out-of-stock situations without increasing inventory levels.

As a byproduct of an automatic order-writing and customer billing operation, the firm's production department at the Laboratories is alerted by the electronic computer when inventory reaches a minimum stock point. Immediate action then can be taken to expedite production, if necessary.

Information about 400 proprietary drug products is stored in the magnetic disk file of an IBM RAMAC 305 data processing system at the laboratories. The system has random access to this information, so that management can obtain a complete rundown on the status of any product in less than a second.

Payroll accounting for approximately 450 office and factory workers at Bridgeport also will be handled by the computer.

♦ VINCENT WYATT has been elected vice president of manufacturing of Smith-Gates Corporation, Farmington, manufacturer of electric heating tape and poultry water warmers.

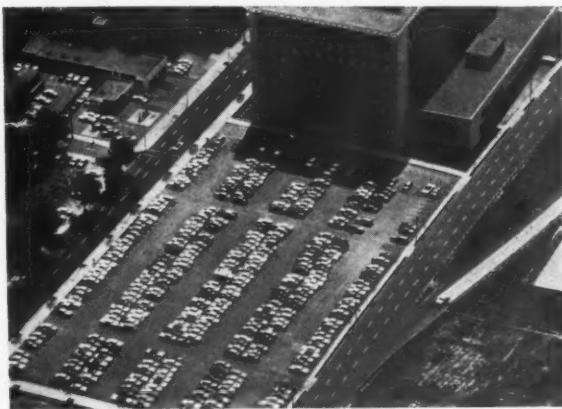
Mr. Wyatt, a mechanical engineer was formerly production manager. Previously he had been a project engineer with the Chandler-Evans Company, West Hartford, and plant layout designer for The Budd Company, Philadelphia.

♦ PLANS TO CONSTRUCT a new plant to house its Electro-Optical Division were announced recently by the Perkin-Elmer Corporation, Norwalk.

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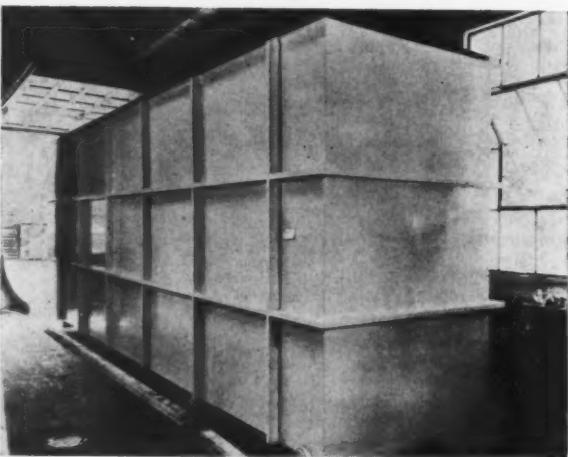
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The company has purchased a 17-acre site in Wilton, less than a mile from its main plant. Plans call for the construction of a two-story-air-conditioned building of up to 100,000 square feet to be ready for occupancy late next spring.

The Electro-Optical Division designs and builds electronic-optical systems for scientific and government markets. Other company divisions produce analytical instruments and electronic components.

**Supervisory Development—  
Pitfalls and Guide Posts**

(Continued from page 13)

**Essence of a Sound Program**

The most successful development programs coming within our knowledge consist of three distinct phases. The first phase lasting eight weeks, sets the stage for improvement, it screens out those lacking supervisory potential, and it creates economies through operating improvements to pay all training costs for several years.

The second phase begun three months later and also of eight weeks duration, gives the survivors with promising potential an appreciation of the responsibilities and difficulties on higher management echelons and in all major sections of their company's organization. In this phase the conference leader acts more as moderator and the vice presidents play the stellar roles. Again, improvement recommendations are forthcoming and they are often farther reaching and more significant than those emanating from the first phase.

Phases #1 and #2 pave the way for phase #3 which is conducted by a qualified training director in the company's employ and it continues indefinitely.

**General Principles**

1. Make attendance voluntary and include all supervisors in Production, Sales, Finance, Engineering, and Personnel.

2. Hold one class preferably, but not more than two per week in the evening, and away from the regular working surroundings.

3. Avoid written examinations and homework.

4. Guarantee non-violation of confidence.

**Phase #1 Steps**

1. Learn what each supervisor's problems are by visiting them on their jobs. Modify the course so as to concentrate on the areas where help is most needed. "Improve or Perish" is the keynote and text.

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2. Explain the proposed subjects to top management and obtain approval of views to be inculcated. Also, obtain Management's agreement either to explain the reasons for policies and practices which are sound and correct but misunderstood, or to correct them if they are admittedly faulty or erroneous.

3. Issue invitations to attend the course with a full explanation of its objectives.

4. Conduct the sessions:

- A. Keep attendance record.
- B. Use conference type of meeting with informal atmosphere.
- C. Prohibit admittance of any superior of those attending the classes.
- D. Use stimulating educational aids:
  - a. Films—Fair Day's Work for a Fair Day's Pay, for example.
  - b. Tape recorder to allow each supervisor to judge how well he communicates after describing in 1½ minutes any improvement he had made in his department during the last 6 months.
  - c. Opaque projector to throw charts, graphs and forms on screen.
  - d. Sheet iron blackboard with magnetized blocks for depicting organization charts, process flow, etc.
  - e. Recess for 5 minutes half way through the 2 hour session.
  - f. Lead the discussion to predetermined solutions without disclosing the conclusions; permit the class the joy of discovery. Let the participants talk at least 25% of the time and more, if possible, so long as the discussion is pertinent and constructive.

5. Encourage the class members to find solutions to their individual problems and present them in the form of written recommendations.

6. Use a qualified committee to determine the practicability of the recommendations and to evaluate the benefits. (Some impractical suggestions lead to feasible courses of action through the committee's thought being directed to newly revealed areas of waste.) Acknowledge each recommendation, compute the savings and submit those approved by the committee to Management for executive action.

7. Submit to Management an appraisal of each supervisor's potential and his fitness for his present position. Include findings and recommendations for further training to overcome specific weaknesses, transfer to a more compatible type of work, promotion, demotion, or termination. One of the end results of this appraisal is a supervisory inventory on which future planning may be based.

8. Hold "graduation" exercises with wives present and award certificates of proficiency.

The principal speaker is a prominent Top Management executive whose theme is accomplishment to date and future goals. The occasion is used to solidify rapport within the management group as a whole.

9. (Optional). Form a Supervisors' Club.

10. (Optional). Award prizes for the most valuable recommendations. In grading value, minimal capital expenditure is considered as well as magnitude of saving.

#### Phase #2

This is simply a continuation of the

principles and steps previously enumerated. The differences are that only those selected for further training participate and the emphasis is placed on higher level problems.

Phase #2 may be considered the transition from wholly outside-led training to that which is wholly directed from the inside. The Company's larger objectives and problems are brought out to harmonize the overall team effort.

Phases #1 and #2 lay groundwork for subsequent conventional training which is entirely independent of consultants and which continues year after year.

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### How Brave and Free Are We (Continued from page 11)

cialism on other fronts by our neglect, if not by our positive actions.

What is the current pattern of our behavior?

#### Common Taint

Unfortunately, many of the charges of inconsistency launched against us appear to have substantial basis in fact! For example, those of us in business acclaim the superior productivity of the free enterprise system but we look for special privilege, or government subsidies or loans when we cannot obtain funds from private sources. The farmer is proud of his individualism, but strives for a politically guaranteed income, and subsidized electricity, irrigation and tools. The doctor is opposed to socialized medicine, but wants government subsidies for training, research, and laboratories. The educator points to the deplorable lowering of standards which results from political domination of education—then insists that Federal aids to education are essential for national survival! The scientist opposes any interference with freedom of inquiry—then implores government to provide generously for "research essential to the National Defense and the common welfare." The union official extols "free American labor"—then maintains that he must have special laws which confer upon him exclusive power to coerce and regiment his members, to abolish freedom of contract and to resort to intimidation and violence, all under the guise of "conserving labor's gains."

Young people want government to provide them with an education, a job, and a pension. Old people are content, for the moment, with generous retirement privileges. And the man-in-the-street demands from government a subsidized house, food, medical care, and an ephemeral thing called "economic security."

And most of us know that, since government produces nothing, what it gives to one it must take away from someone else, with generous deductions for "handling charges" in the course of the transaction.

One wonders—is this in truth the "Home of the Brave?" Are brave men satisfied to live off the fruits of some other man's labor?

#### The Babe's Mouth

Some time ago a friend handed me a copy of an Open Letter written as if addressed to you and me by a young lad. It reads as follows:

"WHAT KIND OF A COUNTRY ARE YOU LEAVING ME?

"When I grow up, will I be allowed

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to be myself, or will I be a social security number in a government file?

"When I go to school, who is going to decide what I learn, my mother and father or a government bureau?

"When I go to work, will I be able to pick my own job or will I have to get a work permit from the government to take whatever job they give me?

"And if I have criticized the government, will I get a work permit?

"Where did you get this idea that government can take care of everybody?

"You know you can't get something for nothing; yet you pretend that people in Washington can give you things without first taking them away from you.

"Don't try to blame the people in politics: They are simply doing what you want them to do.

"Naturally they favor the things you favor because getting elected is their business.

"They would change overnight if you would.

"I'd rather risk having to stand in a bread line a few times than spending my life standing in line for government handouts.

"And you men who run labor unions: You know darn well that unearned wage increases are stage money.

"And how about you folks who manage America's business: Don't you know any better, and can't you do something about it?

"Even I know that you can't expect prosperity when everybody is getting more money for producing fewer things.

"Have you forgotten that the only reason Americans produce so much more and live so much better and easier is the whopping supply of tools of production that people used to be willing to save for in the day when "profit" was not a nasty word?

"At the rate you are now going, the private property system will fall apart, and the tools will fall apart with it. Then goodbye America—and goodbye me!

"If there were any other place in the world where government wouldn't plan my life for me even more so, it wouldn't be so bad, but America is the only place left—and look what you are doing to it.

"Aren't you ashamed?"

### Shame

I am ashamed; ashamed that I am an adult delinquent!

Is our case hopeless? Must we surrender unconditionally and take what comes? No, not if we are dedicated to the restoration of our Country as the "Land of the Free and the Home of the Brave."

What specific steps must we take?

I believe that no one, no matter how exalted his position, can determine for 177 million people their day-to-day economic and social decisions concerning such matters as wages, prices, production, associations, and others. So I propose that these decisions, and the problems connected therewith, be returned to the persons concerned. This could be done in five steps as follows:

1. Let us stop this uneasy drift toward collectivism by ending all further special privileges and private raids on the public treasury—whether conducted by labor unions, businessmen, farmers, or any other group. In one respect, this is the easiest step of all—we need only refrain from passing more socialistic laws. But we have become so addicted to socialism that it will be just as hard for us to break the habit as for an alcoholic to stop his compulsive drinking.
2. Let us undertake at once an orderly demobilization of the bureaucracy by the progressive repeal of the socialistic laws now on our books. This is the road to social health and fiscal sanity, and it will be a struggle all the way; every pressure group in the nation will fight to retain its special privileges, subsidies, and government protection. But if freedom is to live, all politically privileged positions must go!
3. Of the powers that remain in government, let us return as many as possible to the individual States. For, on the local level, the people can apply more critical scrutiny to the acts of their government and take corrective action.
4. Let us resolve that never again will we yield to the seduction of the government pander who comes to us offering gifts, paid for with our own money, in return for a surrender of our natural rights.
5. Above all, let us hold high before our eyes the banner of individual moral responsibility, acknowledging that unless each one of us humbly tries to govern his actions by God's will—as this is interpreted in such statements as the Ten Commandments and the Sermon on the Mount—he brings chaos into society and invites tyranny.

(Continued on page 72)

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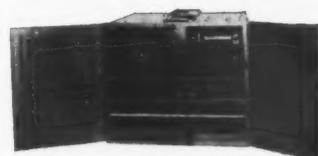
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# Taxation

By Charles H. Schreyer, Attorney

## The New Depreciation Rules

♦ WHEN a manufacturer buys a piece of equipment, he would like to be able to write off his investment as a business expense for tax purposes in the year of purchase, thus recouping part of the cost (perhaps 52%) immediately by way of a decrease in taxes. This has always been against the tax rules. Instead, he must spread his deduction for depreciation over the anticipated useful life of the equipment, so that at the end of that period the total amount of depreciation taken, plus the salvage or scrap value of the equipment, will equal the amount invested. In any case, the total amount deducted for taxes over the years may not exceed the original cost.

These rules seem simple enough, but when a taxpayer attempts to apply them, more likely than not he will run into difficulties with the Internal Revenue Service over the questions of what is a reasonable "useful life" for any particular kind of equipment. In the past some hardy taxpayers had stoutly taken the position that "useful life" should mean only the period during which the equipment may reasonably be expected to be used in the business. For instance, if the average number of years a taxpayer uses a particular kind of machine before disposing of it is five years, that is the period of its useful life to him, regardless of the fact that the man who bought it from him may get another five or ten years of use out of it.

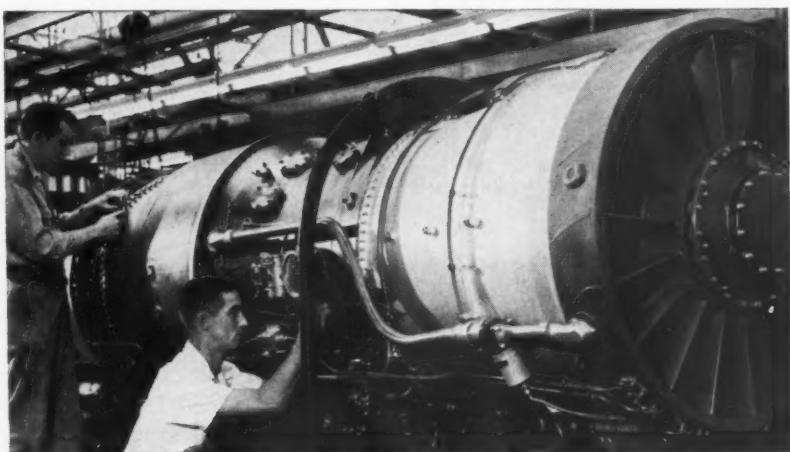
Prior to the 1954 Tax Code, this argument was largely ignored by the IRS, who said that useful life means physical life, so that if a machine can be expected to last 20 years, its write-off must be spread over that period. The IRS won this argument so many times that most taxpayers have resigned themselves to depreciation based on physical life, confining the argument to the question of how long a piece of equipment might be expected to hold up physically. Even here the tax examiners have been hard to deal with, being inclined to a most optimistic view of the indestructibility of property. They have been

aided and abetted in this view by an official Treasury publication, the well-known "Bulletin F" which is a table of estimated useful lives for many classifications of depreciable property, estimates which many businessmen consider completely unrealistic in terms of the business practices of today.

Against this background, the question of salvage value was for a long time considered to be a subsidiary one. As long as I.R.S. held out for a long useful life expectation, they could not very well argue in the same breath for more than a nominal salvage value. However, the attitude of the Service on this subject began to harden after the enactment of the 1954 Internal

Revenue Code, which offered the taxpayer an option to use one of several accelerated methods of depreciation instead of the straight line method most commonly used before then. For one thing, the accelerated methods of depreciation began to exert an influence on taxpayers to replace equipment sooner than in the past. This meant that in some cases, salvage values were substantially higher than scrap value, particularly in the case of relatively shortlived equipment such as cars and trucks.

The changed attitude of the Service was reflected in the depreciation regulations issued under the 1954 Code. These regulations, issued in 1956 but made retroactive to January 1, 1954, take two positions which are practically the reverse of the prior IRS practice. First, the 1956 regulations provide that "the estimated useful life of an asset is not necessarily the useful life inherent in the asset but is the period over which the asset may reasonably be expected to be useful to the taxpayer in his trade or business." In the second place, the 1956 regulations define salvage value as "the amount (determined at the time of



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acquisition) which is estimated will be realizable upon sale or other disposition of an asset when it is no longer useful in the taxpayer's trade or business.

Although the regulations incorporating the present position of the Service on this point have been effective for more than six years, many taxpayers have continued their former practice of using a useful life expectation equivalent to the expected physical life of the asset, and virtually disregarding salvage value. In the case of production equipment this practice has not been challenged too often by tax examiners, presumably because the net result over the years is about the same under either method.

There is one kind of depreciable property, however, in which the choice of method makes a big difference—normally short-lived assets, such as automobiles, which in some businesses are turned over quite rapidly. In this kind of situation, the rule limiting the use of the fast depreciation methods permitted by the 1954 Code to assets with a useful life of three years or more, comes into play. For example, if a car with a normal useful life of four years is normally disposed of in a particular business in a year or two, fast depreciation would be permissible if the physical life is the measure of

useful life, but not if useful life is measured by the expected span of use by the taxpayer.

In this sort of situation, the opportunity also exists for a taxpayer to benefit tax-wise by selling equipment early at prices considerably in excess of scrap value and paying only the capital gains rate of 25% on the difference between the sales price and the rapidly depreciated cost basis.

It is not surprising, therefore, that in this type of case the Service has been insisting upon the application of the depreciation rules clearly enunciated for the first time in its 1956 regulations. The controversy with taxpayers on this point came to a climactic solution last June when the Supreme Court decided three such cases involving two car rental agencies and an automobile dealer in favor of the government. Two of the cases involved tax years under the 1939 Code, prior to the effective date of the present regulations.

This was the typical situation in the car rental cases: The taxpayer paid, on average, \$1650 for a new car, leased it for fifteen months, and sold it for \$1380. He claimed on his tax return depreciation of only \$515, based on a useful life of four years, with no residual salvage value. This return was pretty much according to



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the old rules of the game, as many taxpayers understood them and resulted in the taxpayer paying a capital gains tax of 25% on a net taxable gain of \$245 (\$1380 less the difference between \$1650 and \$515), instead of the higher ordinary income rate which he would have paid on this "gain" if he had figured useful life on the average fifteen-month turnover time and had used a realistic salvage value.

One of these cases involved the additional question of whether the cars had a useful life of three years or more, a fact which it was necessary for the taxpayer to establish in order to justify his use of a rapid depreciation method (the declining balance method) under the 1954 Code.

The car dealer case concerned so-called "executive" cars used by the dealer's salesmen for a year or so and then sold, generally at a price greater than the cost to the dealer.

In deciding all three cases in favor of the government, the Court held that the depreciation allowance (at least in a business in which it is clear from experience that the property will be used for a substantially shorter period than its full economic life) must be calculated "over the estimated useful life of the asset while actually employed by the taxpayer, applying a depreciation base of the cost of the property to the taxpayer less its resale value at the estimated time of disposal."

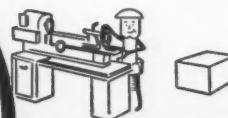
The rule thus laid down opens the way to more liberal depreciation allowances for those taxpayers who are able to demonstrate from past experience or otherwise that the usual period of use of cars (or equipment) by them is considerably less than its full economic life. To do this, however, such taxpayer must be prepared to base their depreciation on a system which takes into account the reasonably estimated resale value of the equipment rather than its scrap value.

On the other hand, it is still fair to assume that, in dealing with depreciable property which is normally used by a taxpayer for a period approximating its normal physical life, a depreciation system based on that life with little or no allowance for salvage value will continue to be tolerated by tax examiners, for the practical reason that in these circumstances the tax results will be about the same under either set of rules. This tolerance could be counted on more reliably if Congress should enact legislation being promoted by the Treasury which would subject gains realized through the sale of depreciable assets to ordinary income, rather than capital gains, tax rates.

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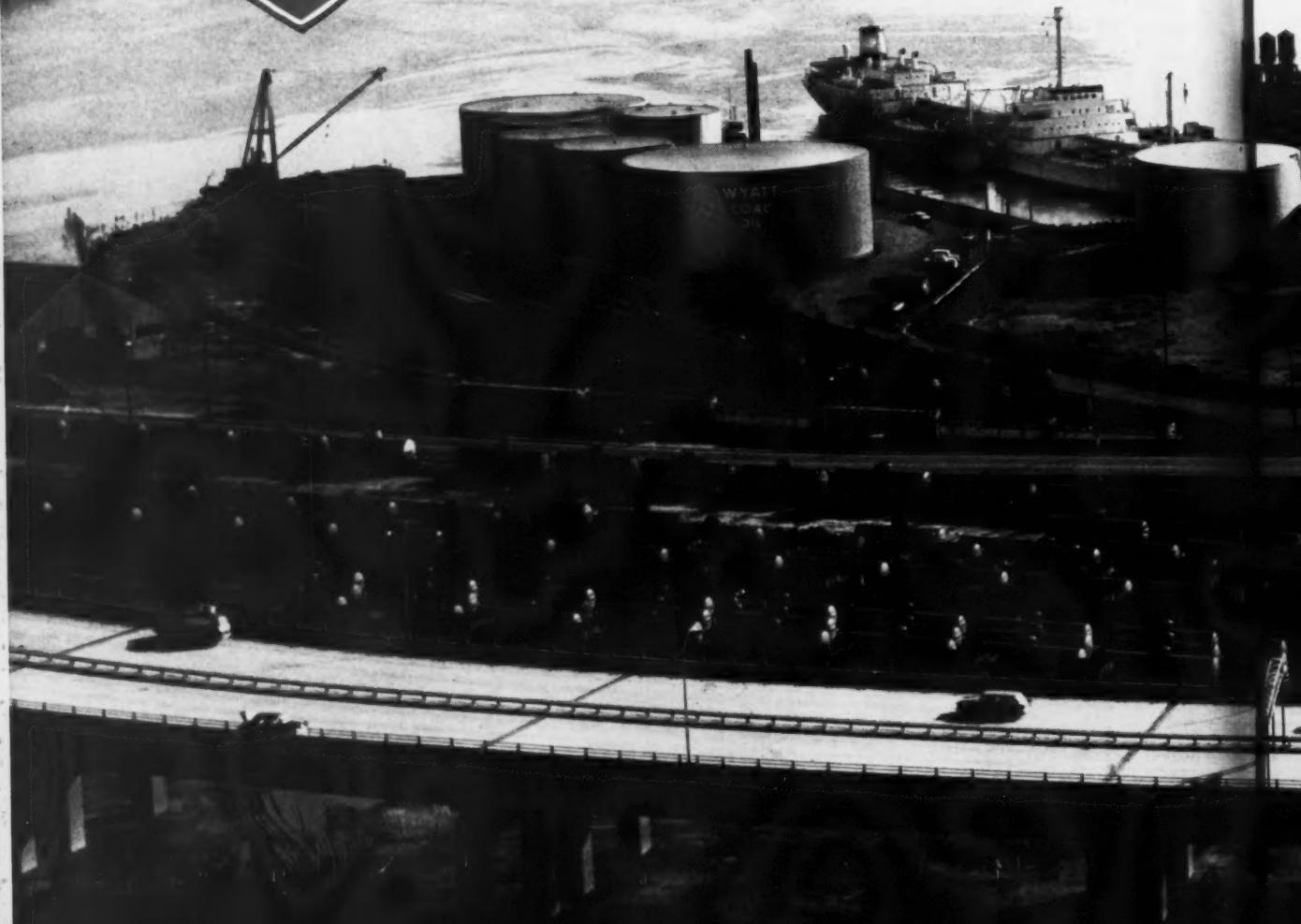
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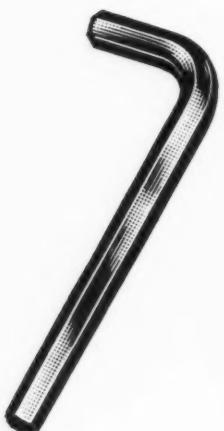
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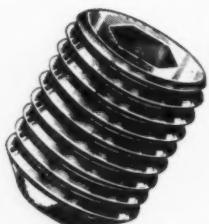
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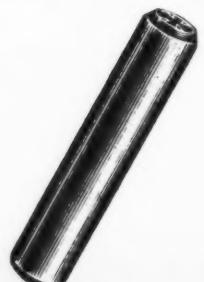
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# Public Relations

By Charles E. Reiche  
Public Relations Director

## What to Look For in a PR Man

♦ NO two public relations operatives will probably ever agree on a complete blueprint or set of "specs" defining a PR craftsman.

There are certain basic qualities, however, which a sound and thorough industrial PR man or woman must possess or develop. Virtually all PR people will be in accord on these fundamental attributes.

To begin with, any man or woman you hire as your public relations voice must understand and be familiar with business in general and industry in particular. Your PR director, in short, should have more than a rudimentary familiarity with the way business operates, especially in the fiscal and production fields.

A man who is lost in conversations confined largely to the jargon of the office and the shop is, ipso facto, a potential hazard. If he doesn't understand what is going on in his own company, how on earth can he be expected to translate things into general terms and communicate them to all of our publics?

Second, a good PR man must know how the news media work, what their requirements are and, to the extent he can develop it, have a good personal working relationship with the news people who are important to him and his company. This doesn't mean your PR director has to be darting around wining and dining reporters and editors and, in general, making noises like a big-shot. The average reporter has a whole lot more respect for a hard-working, competent PR man than he does for an incipient playboy.

Although certain of the more snooty PR operatives today pretend to look down their noses at a news background, the fact is that such a background is ideal for PR people. This is true if for no other reason than that publicity is one of the key arms to public relations. A PR man who knows how to prepare news releases which press, radio and TV can use when they want them and as they want them has important advantages over a man who cannot do this.

Third, a good PR man is both resourceful and adaptable.

He is a man who can spot stories or potential stories in areas usually overlooked or taken for granted. He can see the possibilities of good community relations gestures in some obscure or ignored facet of an industry's operations. Or he can develop creative and affirmative ways to help the company's relations with, for example, its suppliers or subcontractors.

Adaptability and resourcefulness are the key words. Admittedly one can't always gage a man's strength in these

zones simply by reading his resume. If the job candidate has a substantial news background *both* as a writer and editor, particularly on metropolitan dailies, you have to assume that he does possess adaptability and resourcefulness in some measure, at least.

If you are in doubt, put it right up to the people for whom he has been working. If you get negative or mediocre reactions, be chary about hiring the candidate.

Fourth, a good PR man should be able to get along with other people, both individually and in the mass.

This does not mean that he has to be gay, life-of-the-office extrovert whose egregious joviality palls, sooner or later, like the California sun. It means simply that he has to be a man who wears well over the long run with those around him . . . a man, in short, who is sensitive to what others expect and, to a degree, need from him and who can offer these things in an engaging but unobtrusive way.

Fifth, a PR man should have an active, but well controlled, imagination.

He should be able to stage open-houses or other company functions in a way that is tasteful, yet has the kind of flair which will a) bring the com-



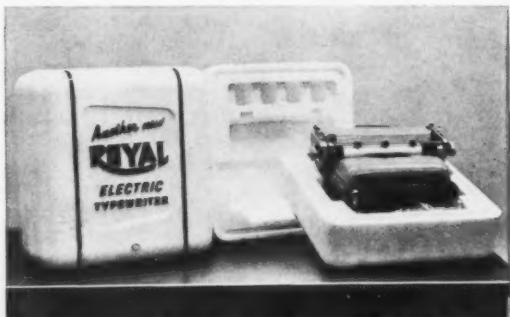
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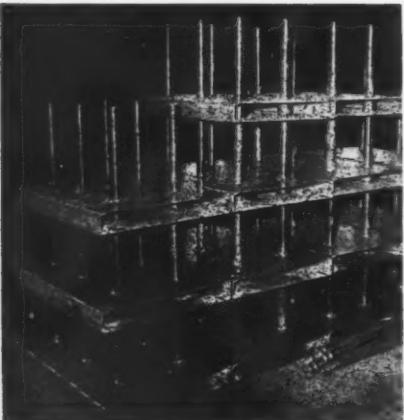


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pany lots of solid publicity and b) make more and better friends for the company.

He should, further, be able to cook up new projects which will keep the company before the publics with which it is most concerned, projects which will add stature to the company yet which are brought off with new ideas which are amusing and interesting and which don't necessarily follow older patterns.

A very good sample of this sort of thing is the way a Boston bank has been staging fashion shows in its lobbies and the way an Indiana factory has been having small, low-pressure tea parties for its retiring employees. These are projects . . . gimmicks, if you insist . . . which attract good publicity but also are bona fide public relations gestures which leave everyone involved with a warm feeling for the company or institution involved.

Finally, a solid candidate for an industrial public relations post must have the overall stature or potential stature to make him eligible to serve on the management team.

He must, briefly, have the knowledge, the desires and, most of all, the attitudes which will fit him to serve management effectively. This is to say primarily that he must be a man who believes in American industry and in the philosophy of free enterprise. A company which hired a PR director from the ranks of labor publicists or a man who believed in the "big government" would obviously be more than somewhat balmy. There are, to be sure, topnotch PR people who can and do work both sides of the street. On the other hand, there are plenty of PR people, just as good, who have the added asset of believing completely in our industrial economy and who want to see it grow and prosper.

These, it would seem, are the people industry should cull from when we seek PR personnel.

It isn't easy to find just the public relations director you may want. There are literally thousands of characters in our 50 states who call themselves public relations professionals but who are nothing of the kind. They are, more often than not, people who can do one trick well and nothing more. Their sharply limited repertoire may dazzle you briefly because these people are usually most skillful at peddling their wares.

A good PR man, though, is above all a well-rounded individual who can do, and has done, lots of things. He is the sort of man who can be a great asset to an industrial company, large or small.

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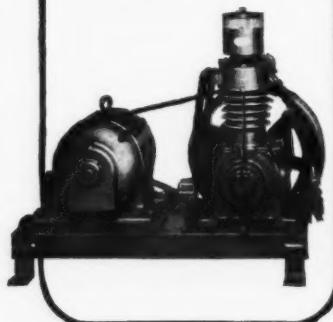
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# How Would You Decide?

By LEON L. LEMAIRE  
Attorney

- ◆ Does an employee lose his right to arbitrate a grievance after a voluntary quit?

*Here's what happened.*

The grievant, through his union steward, filed a grievance for lost wages. The grievance was processed by the union but was not resolved by the parties. The union then notified the company of its desire to submit the matter to arbitration. The union's application for arbitration was timely, but there was a considerable delay, and the grievant had voluntarily left the employ of the company prior to the hearing. The company argued that it should not be compelled to arbitrate the grievance of an individual no longer an employee. The company pointed out that the rights of "discharged" employees were spelled out in the contract and that no provision was made for voluntary quits. The union suggests that the individual's rights as an employee are still subject to review.

**Is the right guaranteed by timely filing?**

The board decided the matter was still arbitrable, having been timely filed while the grievant was an employee. If the grievant was denied any benefit he was entitled to under the contract, he has the right to have his claim considered on the merits by the arbitration board.

**What constitutes a voluntary quit?**

*Here's what happened.*

Prior to the incident in question, the grievant had been a satisfactory employee. The Superintendent accused her of having said that another worker was "too dumb to take an inventory." She was put under duress to make an apology, but refused to do so, and clocked out. She was then terminated by the company as having voluntarily quit. The grievant thereafter approached both the personnel manager of the company and the union business agent to seek redress. The company denied any actual or threatened discharge but maintained the grievant had voluntarily quit. The union argued that she was threatened and discharged and that the discharge was not justified.

**How important was the grievant's conduct after she clocked out?**

The board ruled that the conduct of the grievant in seeking redress, tended to show that she was placed under threat of discharge, and after refusing to apologize in effect was discharged. Although her conduct was offensive, it was not serious enough to warrant a discharge.

**Is the violation of a work-rule, by itself, reasonable cause for disciplinary action?**

*Here's what happened.*

The grievant was employed in a production department which operates under an incentive system. Each employee is given tickets for jobs to be performed. The employee is supposed to have the tickets time-punched at the start and finish of each job, but the rule had not been consistently enforced. A timekeeper discovered that the grievant had "clocked-in" on a job other than the one he was doing and so informed him. The foreman then ordered the grievant to another job, but the grievant failed to "clock-in." The company charged the grievant with violation of the work-rule and insubordination and suspended the grievant for two and one-half days. The union objected to this action and claimed that the grievant, a union official, was being discriminated against. It argued that the rule had not been enforced, although it admitted the violation. On the question of insubordination, the union introduced evidence tending to show that the grievant was a very cooperative employee and that his failure to clock-in was due to the fact he was assigned to a rush job.

**Must a work-rule be consistently enforced?**

The arbitration board ruled that it is inequitable for a company to permit a rule to be violated over a long period of time and then suddenly resort to strong disciplinary action to enforce it; nor is it equitable to penalize one employee when it is known that many are violating the rule. In such cases, only the "lightest of penalties" should first be used. A warning would have been sufficient.



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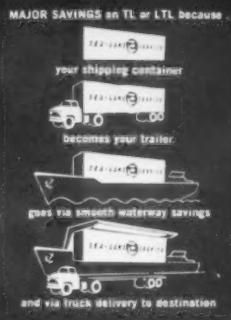
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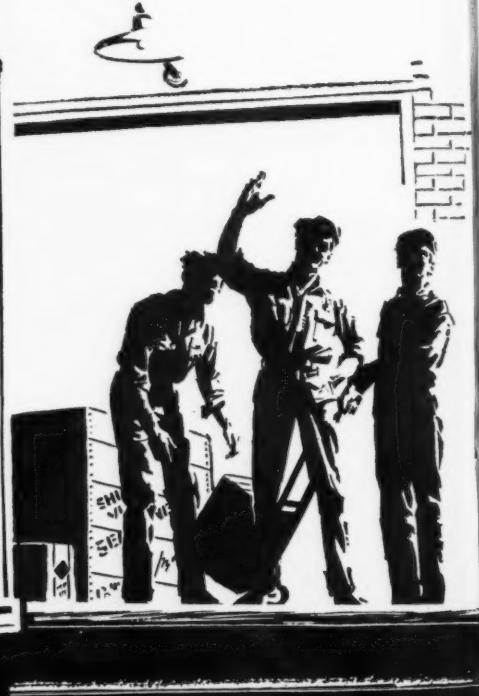
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# Business Tips

## Title Insurance

By WILLIAM N. KINNARD, JR.  
Associate Professor of Real Estate  
University of Connecticut

♦ IF you are a businessman in Connecticut, there is a good chance that your firm owns the real estate it occupies. Even if it does not, you probably own your home. And you may own both your residential and your business real estate. In any of these cases, or if you are considering buying real estate of either type, it might be very much worth your while to consider a title insurance policy.

Despite the fact that Connecticut is, among many other things, The Insurance State, Connecticut is also one of the few states in the nation in which Title Insurance is relatively unknown. It is also relatively little used, and not very widely understood. It can be very useful as a protection of the large investment that you have in that plant—or that house.

### What Is It?

Title insurance represents a contract on the part of the title insurance company to reimburse the insured party for any loss that may arise from any undisclosed defect in the insured's title to real estate. In addition to paying such losses, the title insurance company will also defend the insured against any claim against the property that may be levied, whether the claim is a valid one or not. This last point is a very important one, because the expense and time involved in defending against a claim that is not upheld can still be considerable.

Title insurance is single-premium insurance. The premium is based, first, on the cost of a title search, legal fees and general overhead and second, on the face amount of the policy. A typical policy for \$10,000 would cost approximately \$200; a \$20,000 policy would cost about \$240; while \$450 would pay for a \$100,000 face policy. The term of the policy is not fixed. It is effective as long as the originally insured and his or its heirs owns the real estate: whether for a month or a century.

### Why Not in Connecticut?

This important type of coverage of real estate ownership is not widely employed in Connecticut (and other New England States) largely because many types of claims cannot be enforced against the owner of real estate unless they are in the Land Records of the Town in which the real estate is located. Anyone who has ever bought real estate is familiar with the title search. This involves an investigation by a qualified person into the records to trace back the "chain of title." In Connecticut, only an attorney may render an opinion of title based on a title search.

Because so many types of claims must be in the records to be enforceable against the present owner, it is generally held that a title search conducted by a competent attorney in accordance with approved methods provides adequate protection for the purchaser (and the seller and lender). In Connecticut, standard practice calls for the search to go back 60 years, and then to the next preceding document

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that passes title. In the vast majority of cases, any defect or flaw in title that might legitimately exist will be brought to light by this process.

In states where unrecorded claims have considerably greater status than is the case in Connecticut, title insurance is almost a matter of course when real estate changes hands. Banks and other institutional lenders will not consider a mortgage application unless title insurance is obtainable. And title insurance is obtainable only when no flaw or cloud is found in the title.

In Connecticut, much greater reliance can be placed on the title search and the opinion or certificate of title that is prepared by the attorney conducting the title search. If the title is "good and merchantable" in the opinion of the certifying attorney, the buyer rarely need concern himself again with the quality of his title.

#### Need for Title Insurance

Title insurance is still desirable, however, as an adjunct to the search and opinion of the attorney. First of all, there are some flaws in title that no amount of checking would ever uncover, because they are not in the record. While it is true that in general claims against title must be on

record to be enforceable against real estate in Connecticut, there are exceptions.

Undisclosed heirs or heirs of a former owner who dies before judgment in a foreclosure action may have a current and enforceable claim against real estate. Similarly, an undiscovered will may create subsequent claims against real estate, as may undisclosed marriages and divorces.

In an entirely different vein, signatures may be forgeries, or a legally incompetent party may sign a document. Technical errors or mistakes that are unknown to the title searcher may exist. Fraud, misrepresentation or coercion may render a deed invalid when subsequent evidence comes to light.

Against all these kinds of difficulties, an opinion or certificate of title is no defense. A title searcher who acts in good faith in accordance with prescribed standards of professional behavior cannot be held liable for matters unknown and unknowable to him.

Beyond this, even if a title searcher makes a mistake in his title examination, or in his judgment of the importance of a claim, there is not usually anything that the buyer-loser can do unless gross negligence can be proved. This almost never is possible.

Title insurance will indemnify or protect the insured buyer against loss arising from all such unknown, undiscovered claims not specifically mentioned in the title search report. And, as mentioned before, it will also provide defense against invalid as well as valid claims.

An example of the extreme kind of difficulty that can sometimes develop is the case of the hotel foundation that was discovered to encroach over the line of the adjoining property. This did not come to light until excavation for footings started on the lot next door. The difficulty was traced to an erroneous survey several years old. The title insurance company settled the claim. Both the surveyor and the attorney who had searched the title had since died.

Such difficulties are admittedly rare. So is a total loss in a factory or house fire. Like other insurance, title insurance assumes unusual but serious risks for the real estate owner. Unlike other insurance, however, it really represents protection against things that have happened in the past, rather than against events that may occur in the future. A flaw in title to a parcel of real estate usually grows out of some incident long past that turns up now to disturb the present ownership.

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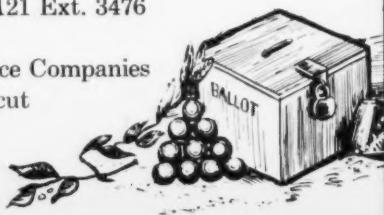
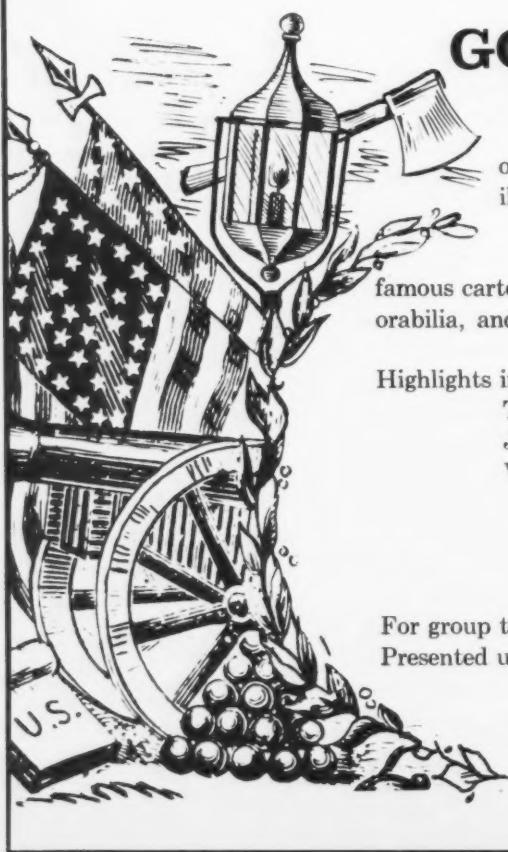
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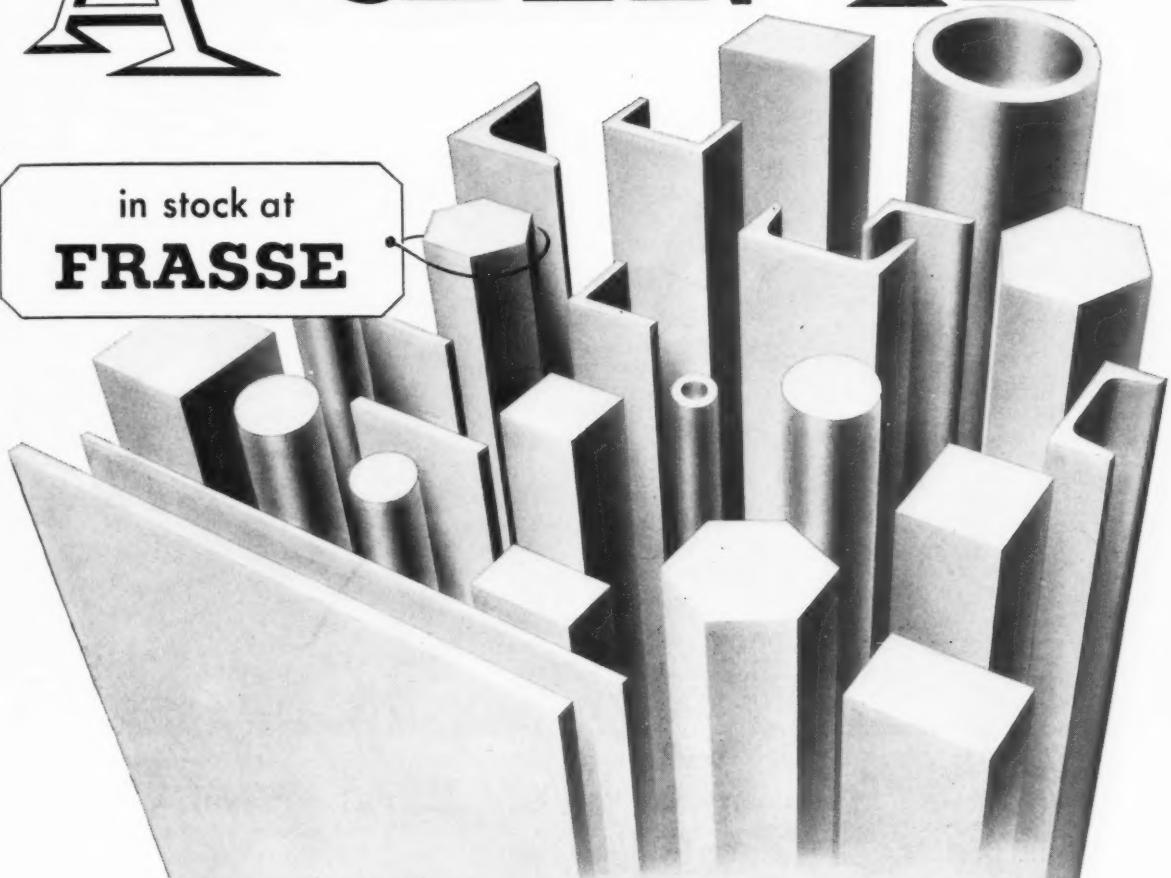
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# Accounting Hints

Contributed by

The Hartford Chapter National Association of Accountants

## Applying Quality Control And Sampling Techniques To Clerical Work

♦ MOST companies do not begin to appreciate the possibility of applying sampling (i.e., spot checking) techniques to accounting for routine business transactions. Neither do they appreciate how much their present practices cost in time and money. Detailed checking is permitted to continue unchallenged because (1) they feel that absolute accuracy is essential, and (2) they are unaware of the protection they can get at substantially lower cost from a program of quality improvement and the application of sampling techniques.

Quality control and sampling techniques are not new. They have been used in the factory with great success for many years. There, they have been applied to control something whose implications in relation to business and customer relations far exceed those of clerical accuracy—the quality of the product the company makes and sells.

It is surprising that, in the face of factory acceptance, these techniques are not now more widely used in the office.

One of the reasons a company may be reluctant to employ sampling techniques is that it may be afraid the number of errors will be too high. It may even have figures to show that the present incidence of errors is unacceptable. More often than not, this condition is the direct result of the fact that the company does not have an adequate program for improving the quality of its clerical work. Many companies merely inspect and correct individual documents. They do not use the results to forestall future errors.

A program of quality improvement is desirable under any circumstances. It is particularly desirable, almost a necessity, when sampling methods are used. Quality improvement is not the exclusive property of any sampling method or even of sampling itself; in fact, the techniques are identical under all methods.

- a. Speedy identification of errors
  - by source (individual or group)
  - by cause
- b. Prompt correction of the reason for the errors.
- c. Application of social pressure by having each employee's quality status known to all.

Once the company adopts the idea of sampling, it is confronted with the problem of determining (1) what margin of error it will permit, and (2) how large a sample is necessary to determine that the total being tested contains more or less than the permitted number of errors.

Companies should determine the number (or dollar amount) of acceptable errors they will permit by taking into consideration a number of factors: The dollar effect of the errors; the cost of finding them (the test checking work); the cost of correcting them; their effect on customer or employee relations; and their effect on future actions (i.e., whether the error will be compounded). Some of these factors are difficult to estimate and to evaluate and to reduce to a single figure—number or dollar amount of acceptable errors. The difficulty is not an excuse for avoiding sampling.

The size of the sample needed to test the total must also be determined. This can be done by rule-of-thumb or scientific techniques.

Rule-of-thumb techniques usually, although not necessarily, result in test checking too many items since companies tend to stay on the conservative side. Nevertheless, the mere introduction of the sampling technique usually results in obtaining great financial savings from testing.

Scientific techniques determine the quantity needed to be tested with far greater accuracy than rule-of-thumb methods can ever hope to. These techniques may not only be useful per se but also because the assurance they provide may make companies willing

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to adopt sampling which would otherwise not be willing to do so. The techniques employ the law of probability, and consequently some complicated mathematical formulas, but portray the results in simple and easily understood tables. These techniques are known as statistical sampling, sequential sampling, etc., and have been extensively described by Professor Vance and others.

Judgment must, of course, be exercised in selecting areas in which to apply spot-checking techniques. As a rule, the areas are those in which there is a large number of transactions of relatively small unit value—material issues, piece rate tickets, payroll distributions, petty cash expenditures, public utility bills, etc. The intelligent application of quality control and sampling techniques may in many instances result in substantial money savings.

#### Marketing Intelligence

(Continued from page 15)

each territory. Through the use of multiple linear correlation techniques it is possible to relate the actual sales in each county to the over-all measures of size and economic activity. This permits the calculation of what is

termed the most "Normal Sales Expectancy" for each county. This concept can be better defined as the volume of sales that can reasonably be expected from an average salesman, under average supervision, and with average sales support during a given period. Such marketing intelligence provides a potent measuring stick which enables management to determine manpower requirements for each territory and lay out effective sales campaigns.

There is a significant difference between external and internal marketing intelligence as applied to marketing operations. The first is primarily applicable to situations which involve close supervision and control of concentrated sales efforts. The second gives average territories for average men under average supervision.

Both give objective appraisals of the work of salesmen and the work of sales supervisors, and thus accomplish substantially the same ends. Which is better depends upon the specific situation. Some companies that have a limited number of readily identifiable prospects or that restrict their distribution to a small area and have a controllable sales force can use the first method alone. Companies that rely on distributors' salesmen for coverage of end-users cannot usually get either call

# AVISTRAP\*

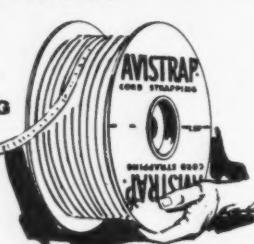
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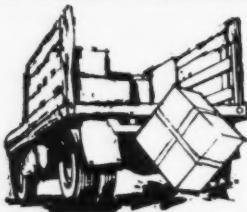
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reports or sales data from distributors. National organizations with large sales forces can use either form of marketing intelligence and usually are best served by a combination of the two.

### Obtaining Data on Buying Decisions

At the beginning I pointed out that the real concern of marketing intelligence is the value judgments of those who have the ability to buy. Analysis of the unit call reports can throw some light on buying decisions, but in general it is necessary to conduct special surveys to obtain data on the factors that lie behind sales transactions.

It is usually inadvisable to rely upon the sales force for information on purchase decisions because their primary mission is to produce orders rather than information. Their special role in relation to the customer also makes it difficult for them to obtain objective information, partly because they must be aggressively pushing user benefits and partly because the customer's attitudes are influenced by the fact that they are salesmen.

The job of collecting such information, therefore, is a specialized function of professional marketing researchers. The job can be done either by an inside marketing research department or by an outside research firm depending upon such factors as the frequency with which surveys are to be conducted.

Information on how buying decisions are formulated is obtained through personal interviews with a sample of persons who represent points of buying influence. The sample is selected so as to give suitable representation to the firm's own customers and customers of competitors. Specific information is obtained on the most recent transaction concerning the product being studied.

A true but slightly disguised case example is the best way to illustrate how this procedure works. A marketing research firm investigating an office equipment item began by asking the purchasing agents who had placed the formal orders, "Who suggested the need?". Although the purchasing agents almost unanimously indicated that this suggestion came from either an office manager or department head, it ultimately turned out that the operator using the machine in question had been the real suggestion factor nine times out of ten. Furthermore, the operator actually controlled the brand decision in most of the cases. It also developed that the controlling motive of the operator was vanity and increased status associated with using a particular brand. Once this was established, the obvious step was to

cultivate the operators, through advertising and sales contacts, stressing the notion that the best operators were getting and using a newly developed product, thus making it the new prestige symbol.

### Sales Forecasting

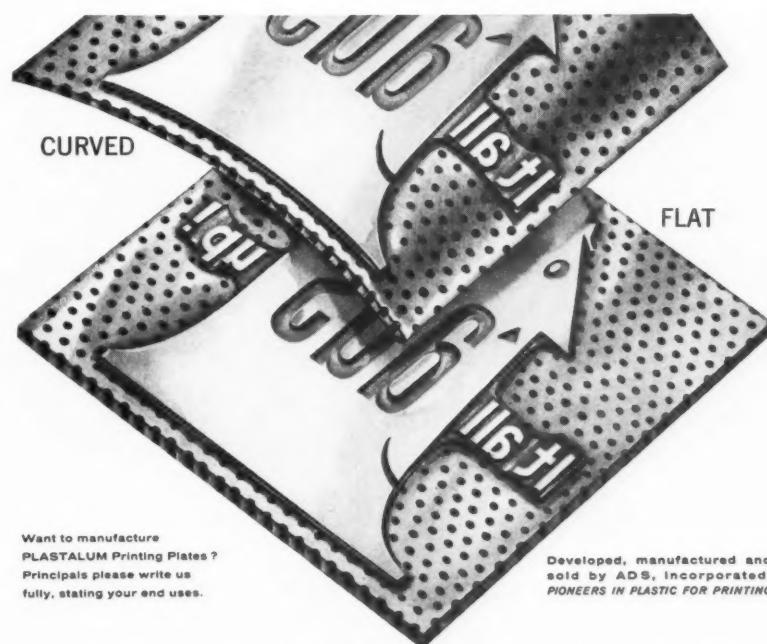
Sales forecasting is the most crucial marketing intelligence operation. It utilizes the basic sources of marketing intelligence internal records, published statistics and economic reports, and to a lesser degree, field studies.

The various techniques used for sales forecasting are well documented in the technical literature of marketing research. The methods used must

be appropriate to the problem and to the data and staff resources available. Many of the most advanced techniques are practical only with the use of large-scale electronic computers, and the increasing use of computers should lay the foundation for a widespread improvement in the accuracy and usefulness of sales forecasts.

The applications of forecasts are obvious. With them one can determine or estimate requirements for capital, raw materials, and in-process and finished inventory, so as to be able to deliver the right goods to the right places at the right times for the right price, without undue risk of producing excessive inventory. Needless to say,

(Concluded on page 56)



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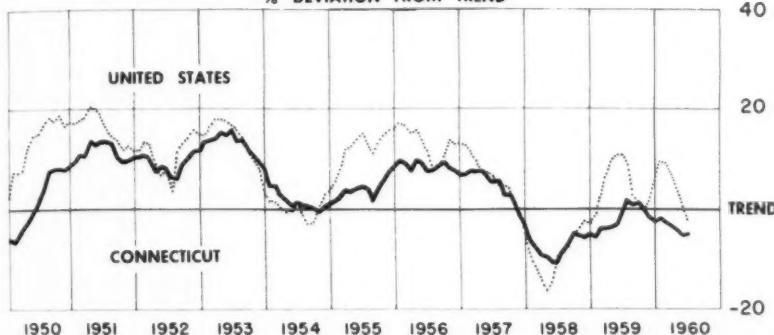
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# Business Pattern

A comprehensive summary of the ups and downs of industrial activity in Connecticut for the thirty day period ending on the 15th day of the second previous month.

## Little Change in Connecticut Business

INDUSTRIAL ACTIVITY - CONNECTICUT vs. UNITED STATES  
% DEVIATION FROM TREND



♦ THE Connecticut Index rose a bit in June to -4.7%. Slight increase in average hours and electric power sales more than offset small declines in manufacturing and construction employment. The June employment and hours figures as reported include pre-strike data from the United Aircraft Corporation. Consequently, the Index will not have reflected the strike's effect until July.

The United States Index slipped three percentage points to -2.0% as the steel production decline continued.

## Unemployment

In June, the large number of students and graduates looking for work helped cause an increase in unemployment both in Connecticut and the United States as a whole. The number of state jobless rose to 60,200 which was 5.6% of the labor force. This was about equal to the year ago level. National joblessness went up to 4.4 million or 6.1% of the labor force—somewhat above the year ago figures.

Connecticut's unemployment situation has improved since the 1958 recession in relation to the country as a whole. Our jobless rate which was on the higher side in 1958 and early 1959 is now at about the national level. On the other hand, this state has yet to return to its 1957 position of having an unemployment percentage consistently lower than the nation's.

the nation, will be reduced to the pre-1958 level in the near future.

## Capital Spending

The fact that business is not measuring up to optimistic forecasts has caused little change in spending plans for new plant and equipment, according to the latest survey released by the Commerce Department and the Securities and Exchange Commission.

This survey indicated that capital spending for the year 1960 would amount to \$36.9 billion, down only slightly from the \$37.0 billion indicated by the previous report and up 13% from 1959's \$32.5 billion. The new figure for this year would be a shade lower than the 1957 record.

As was the case with the previous survey, all major categories of business are planning higher capital spending than in 1959. The manufacturing group will show the greatest percentage increase, 23%, with steel taking an especially large jump. Railroads will rank next after manufacturers with capital outlays up 15%.

Most of the new investment will be for replacement and modernization of existing facilities to increase efficiency rather than for expansion. This is understandable in view of the current

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excess capacity in many sectors.

The looked for increase in capital outlays should mean more sales for some of Connecticut's important industries such as machine tools and hardware.

#### Federal Budget

The Federal Budget showed a \$1.1 billion surplus for the fiscal year ended June 30, 1960. Receipts rose \$10.1 billion from fiscal 1959 to \$78.4 billion; expenditures decreased \$3.4 billion to \$77.3 billion.

The surplus was the first one since

fiscal 1957 and was \$850 million greater than the forecast of last January. Chief sources of this increase were smaller expenditures for farm assistance, overseas loans, foreign military aid, veterans programs and interest on the public debt.

Last January, a substantial surplus was predicted for the 1961 fiscal year. However, Congress has refused to increase postal rates and aviation gasoline taxes. Moreover, it has approved a pay raise for Federal employees. It also now appears that tax receipts may have been over-estimated. While a 1961 surplus is still probable, it may

be well below the January forecast of \$4.2 billion.

The control of expenditures leading to the fiscal 1960 surplus probably has played a part in the failure of business to measure up to earlier expectations. On the other hand, this demonstration of fiscal responsibility has been a check on inflation.

#### Exports and Imports

America's foreign trade situation has improved somewhat in 1960. In the first three months, exports rose to \$4.9 billion. This was 18% above the same period of 1959 and the strongest first quarter since 1957 when the Suez crisis caused heavy oil exports.

Imports, at \$3.8 billion were down a bit from the closing months of 1959 but were still 6½% above the first quarter of last year. While imports remain at a high level, the upsurge which started in the last three months of 1958 has rounded off.

The \$1.1 billion surplus of exports over imports was nearly double that of the first quarter of 1959 and well above any quarter of that year.

As a result of this year's early improvement, forecasts of the 1960 export surplus have been increased substantially. This should offset somewhat our net international payments stemming from overseas investments and liberal foreign aid. The results should be a lower outflow of dollars and gold and increased confidence of foreign investors and depositors in the U.S.

#### Marketing Intelligence

(Continued from page 53)

marketing intelligence must be supported by manufacturing intelligence and by production control and inventory control, so that physical distribution runs smoothly.

#### Implications

The important facts about marketing intelligence are:

1. It deals with value judgments of prospective buyers.
2. It requires combinations of internal, secondary, and primary source data.
3. It requires appropriate data processing methods properly planned and co-ordinated.
4. Its products are facts for management, sales supervisors, and salesmen.
5. Its value can be realized only when there is effective instrumentation that insures feedback and daily application of the action-facts it develops.

Marketing intelligence is as vital to the success of business as logistical planning and counter intelligence are to a successful military effort. In both cases, "The future belongs to those who prepare for it."



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Listing rate, \$6.00 per listing for 12 monthly insertions, effective with the February 1960 issue. Listings are payable annually, in advance, or within 30 days after their first insertion.

<b>Abrasives</b>	<b>Aircraft Engine Timing Tools</b>		
Fuller Merriam Company The (Vitrified, Resinoid Bonded Grinding Wheels & Segments)	Gabb Special Products Inc Windsor Locks		
West Haven			
<b>Abrasive Adhesives</b>	<b>Aircraft Engine Details</b>		
Scovil, Inc., D & H (for polishing metals, etc.)	American Standard Products, Inc. Hartford		
Higganum	Hartford Machine Screw Co Div of Standard Screw Co Hartford		
<b>Absorbents</b>	New Haven Trap Rock Co The Machine Products Div North Branford		
Nielsen & Sons Inc. John R. (oil water and grease)	Tag Alloy Welding & Mfg. Co., Inc. (weldments) Glastonbury		
South Windsor			
<b>Accounting Forms</b>	<b>Aircraft Engines</b>		
Baker-Goodyear Co The	Lycoming Division Avco Manufacturing Corp Stratford		
Brantford	Pratt & Whitney Aircraft Div United Aircraft Corp (aircraft) East Hartford		
<b>Accounting Machine Cards</b>	<b>Aircraft Fasteners</b>		
Connecticut Printers, Inc.	American Standard Products, Inc. Hartford		
Hartford	Hartford Machine Screw Co Div of Standard Screw Co Hartford		
<b>Adding Machines</b>	Scovill Manufacturing Company (PANELOC Aircraft Fasteners) Waterbury		
Underwood Corporation			
<b>Adhesives</b>	<b>Aircraft Instruments</b>		
Polymer Industries Inc Springdale	Gorn Electric Company Inc Stamford		
Raybestos Division Raybestos-Manhattan Inc Bridgeport	Lewis Engineering Co., The Naugatuck		
<b>Advertising Mats</b>	<b>Aircraft Nuts</b>		
Ads Inc Div CSW Plastic Types Inc (plates, services)	McMellon Bros., Inc. Bridgeport		
Lockwood Sons Inc Wm H			
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Hartford Durham Orange Stamford Westport Hartford			
Watson-Manning Advertising (industrial and technical)	<b>Aircraft Studs &amp; Bolts</b>		
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Hartford	Hartford Machine Screw Co Div of Standard Screw Co Hartford		
<b>Advertising Plates</b>	<b>Aircraft Wire &amp; Cable</b>		
Lockwood Sons Inc Wm H	Lewis Engineering Co., The Naugatuck		
Hartford			
<b>Advertising by Representation</b>	<b>Aircraft Test Equipment</b>		
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<b>Air Compressors</b>	<b>Alumilite Aluminum Sheets</b>		
Spencer Turbine Co The	Leed Co The H A Hamden		
Hartford			
<b>Air Conditioning Contractors</b>	<b>Aluminum Awnings</b>		
Salmini Co., Inc., J. P.	Norlee Aluminum Prod Corp Bloomfield		
Milford			
<b>Air Conditioning Products</b>	<b>Aluminum—Bar, Rod, Sheet, Plate</b>		
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West Hartford			
<b>Air Ducts</b>	<b>Aluminum Bronze Castings</b>		
Wiremold Co The (Retractable)	Knapp Foundry Company Inc Guilford		
Hartford			
<b>Air Heaters—Direct Fired</b>	<b>Aluminum Castings</b>		
Peabody Engineering Corporation	Eastern Malleable Iron Company The Naugatuck		
Stamford	Newton-New Haven Co West Haven		
<b>Air Impellers</b>	<b>Aluminum Die Castings</b>		
The Torrington Manufacturing Co.	Mt Vernon Die Casting Corporation Stamford Peasley Products, Inc. Stratford		
Torrington	Peerless Aluminum Foundry Co Inc Bridgeport (permanent mold)		
<b>Air Cylinders</b>	Stewart Die Casting Div. Stewart-Warner Corp Bridgeport		
Cushman Chuck Co.			
Hartford	<b>Aluminum Foil</b>		
Sikorsky Aircraft Division United Aircraft Corporation (helicopters)	Republic Foil, Inc. Danbury		
Bridgeport			
<b>Aircraft Accessories</b>	<b>Aluminum Forgings</b>		
Chandler Evans Corporation (Piston and Jet Engine Accessories—Carburetors, Fuel Controls, Afterburner Regulators, Pumps, Servomechanisms and Protek—Plug Dehydrator Agents)	Consolidated Industries Inc West Cheshire Scovill Manufacturing Company Waterbury		
West Hartford			
Consolidated Controls Corp. (pressure & temperature controls)	<b>Aluminum Ingots</b>		
Bethel	Batchelder Co., Inc., Charles Lapiere Metals Corp Newtown		
Fenn Mfg Co The (Hardened and Ground Gear assemblies)	Peerless Aluminum Foundry Co., Inc. Bridgeport		
Newington	Bridgeport Deoxidized Bronze Corp Bridgeport		
Gabb Special Products Inc (filler caps—pressure fuel servicing systems)	Peerless Aluminum Foundry Co., Inc. Bridgeport		
Windsor Locks			
Hamilton Standard Div United Aircraft Corp (propellers and other aircraft equipment)	<b>Aluminum Sand Castings</b>		
Windsor Locks	Terryville Manufacturing Co (Stampings for automotive parts)		
	Branford Middlesex (Hydraulic Power and Mechanical) Raybestos Division of Raybestos-Manhattan Inc (Brake Linings, Lined Brake Shoes, Clutch Facings, Automatic Transmission Parts, Fan Belts, Radiator Hose and Miscellaneous Rubber)		
	Bridgeport Terryville (Stampings for automotive parts)		
	<b>Automatic Polishing and Buffing Equipment</b>		
	Packer Machine Company Meriden		
	<b>Automotive Tools</b>		
	Eis Automotive Corp (Brake Tools) Middletown		

# CONNECTICUT PRODUCTS AND SERVICES

<b>Bag Sealing Machines</b>	Derby Sealers Inc	Derby	<b>Blower Systems</b>	Colonial Blower Company Ripley Co	Plainville Middletown	<b>Brass &amp; Bronze</b>	American Brass Co The (sheet, wire, rods, tubes)
<b>Bakelite Moldings</b>	Watertown Mfg Co The	Watertown	<b>Blower Wheels</b>	Torrington Manufacturing Company The	Torrington	<b>Waterbury</b>	Waterbury Bridgeport Rolling Mills Company (coil, sheet, strip)
<b>Balls</b>			<b>Blueprints and Photostats</b>	Joseph Merritt & Co	Hartford	<b>Bristol</b>	Bristol Brass Corp The (sheet, wire, rods)
Abbott Ball Co The (steel bearing and burnishing)	Hartford		<b>Blue Printing Machines</b>	Rotolite of New England	Glastonbury	<b>Chase Brass &amp; Copper Co</b>	Waterbury Miller Company The (phosphor bronze and brass in sheets, strips, rolls)
Kilian Steel Ball Corp The	Hartford		<b>Boilers</b>	Bigelow Co The	New Haven	<b>Meriden</b>	Plume & Atwood Mfg Co The (sheet, wire, rod)
New Departure Div of General Motors (steel and steel alloys)	Bristol		<b>Bolts and Nuts</b>	Clark Brothers Bolt Co. Hartford Machine Screw Company Div of Standard Screw Co	Middletown	<b>Thomaston</b>	Scovill Manufacturing Company Waterbury Tinsheet Metals Co The (sheets and rolls)
Pioneer Steel Ball Company Inc (steel for bearings, burnishing, graining; also brass, bronze and stainless)	Unionville		<b>Boring Tools</b>	Atrax Company The (solid carbide)	Newington	<b>Waterbury</b>	
Superior Steel Ball Co Inc (steel bearings & burnishing material)	New Britain		<b>Bottles</b>	Feldman Glass Co The	New Haven	<b>Botsford</b>	
<b>Band Saw Machines</b>	Thompson & Son Co., The Henry G. (automatic cut-off)	New Haven	<b>Box Board</b>	Bird & Son Inc Continental Can Co Boxboard and Folding Carton Division	New Britain	<b>Brass &amp; Bronze Ingot Metal</b>	Mitchell Smelting & Refining Co Inc
<b>Barrels</b>	Abbott Ball Co The (burnishing and tumbling)	Hartford		Federal Paper Board Co Inc	Montville	<b>Whipple and Choate Company The</b>	Botsford
Ethonic Inc (tumbling)	New Haven		<b>Lyndall &amp; Foulds Paper Co The</b>	Montville, New Haven & Versailles	<b>Waterbury</b>		
Esbec Barrel Finishing Corp (burnishing & tumbling)	Byram		New Haven Board & Carton Co The	Manchester	<b>Waterbury</b>		
<b>Baskets—Wire</b>	Rolock Inc	Fairfield	Robertson Paper Box Co	New Haven	<b>Whipple and Choate Company The</b>	Thomaston	
<b>Bead Chain</b>	Bead Chain Manufacturing Co The	Bridgeport			<b>Bridgeport</b>		
<b>Beaded Chain</b>	Auto-Swage Products, Inc.	Shelton	<b>Boxes</b>	Bird & Son Inc (corrugated, solid fibre, cleated containers)	New Britain	<b>Braes &amp; Bronze, Aluminum Castings</b>	Coggins Mfg. Co., The J. B. Meriden
<b>Bearings</b>	Automation Bearings (ball & spherical)	Bridgeport	Connecticut Container Corporation	New Haven	Deer Casting Company, The Seymour	Victors Brass Foundry Inc	
Barden Corporation The (ball)	Danbury		Continental Can Co Fibre Drum and Corrugated Box Division	Portland	<b>Brass Goods</b>	American Brass Company The Waterbury	
Fafnir Bearing Co (ball)	New Britain		Merriam Mfg Co (steel cash, bond, security, fitted tool and tackle boxes)	Durham	Plume & Atwood Mfg Co The (to order)	Waterbury	
Marlin-Rockwell Corporation	Plainville		Warner Bros Co The (Acetate, Paper, Acetate and Paper Combinations, Counter Display, Setup)	Bridgeport	Rostand Mfg. Co The (Ecclesiastical Brass Wares)	Milford	
New Departure Div of General Motors (ball)	Bristol				Scovill Manufacturing Company (to order)	Waterbury	
Norma-Hoffman Bearings Corp (ball and roller)	Stamford		<b>Boxes and Crates</b>	City Lumber Co of Bridgeport Inc The	Bridgeport	<b>Brass Mill Products</b>	American Brass Company The Waterbury
Torrington Co The	Torrington					Chase Brass & Copper Co	Waterbury
<b>Bells</b>	Bevin Brothers Mfg Co N N Hill Brass Co The	East Hampton				Plume & Atwood Mfg Co The	Thomaston
		East Hampton	<b>Boxes—Folding</b>	Leshine Carton Co	Branford	Seymour Manufacturing Co The	Waterbury
<b>Beltng</b>	Hartford Belting Co	Hartford	<b>Boxes—Metal</b>	Durham Mfg Co	Durham	<b>Brass &amp; Aluminum Castings</b>	Knapp Foundry Company Inc (rough or machined)
Russell Mfg Co (High Speed Endless, Laminated Rubber, Roll Stock all types)	Middlebury		Merriam Mfg Co (Bond and Security, Cash and Utility, Personal Files and Drawer Safes)	Durham	<b>Bright Wire Goods</b>	Sargent & Company (Screw Eyes, Screw Hooks, Cup Hooks, Hooks and Eyes, C H Hooks)	
			Scovill Manufacturing Company (aluminum, brass, bronze, copper-cosmetic, drug, hair pin, ointment, pill, powder, rouge, vanity)	Waterbury	<b>Bronze Sand Castings</b>	Bridgeport Deoxidized Bronze Corp Bridgeport	
<b>Bends—Pipe or Tube</b>	National Pipe Bending Co The	New Haven				<b>Buckles</b>	Hawie Mfg Co The
			<b>Boxes—Paper—Folding</b>	Atlantic Carton Corp	Norwich	Bridgeport	North & Judd Manufacturing Co New Britain
<b>Bicycle Sundries</b>	Torrington Co The	Torrington	Bridgeport Paper Box Co	Bridgeport			Patent Button Co The Waterbury
			Carpenter-Hayes Paper Box Co Inc	East Hampton			Risdon Manufacturing Co John M Russell Div Naugatuck
<b>Blacking Salts for Metals</b>	Du-Lite Chemical Corp	Middletown	Continental Can Co Boxboard and Folding Carton Division	Montville	<b>Bronze &amp; Aluminum Castings</b>		
Enthonic Inc	New Haven		Curtin & Sons Inc S	Sandy Hook			
Mitchell-Bradford Chemical Co	Milford		Folding Cartons Incorporated (paper, folding)	Versailles			
<b>Black Oxide Finishing</b>	Black Oxide Inc	New Britain	Mills Inc H J	Bristol	<b>Buffing &amp; Polishing Compositions</b>	Apothecaries Hall Company Division	
<b>Black Oxide Treatment</b>	Bennett Metal Treating Co The	Elmwood	National Folding Box Co Div Federal Paper Board Co Inc (paper folding)	New Haven and Versailles	The Hubbard Hall Chemical Company		
			New Haven Board & Carton Co The	New Haven			
<b>Blades</b>	Capewell Manufacturing Company Metal Saw Division (hack saw and band saw)	Hartford	Robertson Paper Box Co	Montville			
			Warner Bros Co The	Bridgeport			
<b>Blast Cleaning Equipment</b>	Pressure Blast Mfg Co Inc (Wet and Dry and Abrasives)	Manchester	<b>Boxes—Paper—Setup</b>	Bridgeport Paper Box Co	Bridgeport	<b>Burners</b>	Plume & Atwood Mfg Co The (kerosene oil lighting)
			Heminway Corporation The	Waterbury			
			Mills Inc H J	Bristol			
			Strouse Adler Company The	New Haven			
			Warner Bros Co The	Bridgeport			
<b>Blocks</b>	Howard Company (cupola fire clay)	New Haven	<b>Brake Cables</b>	Eis Automotive Corp	Middletown	<b>Burners—Automatic</b>	Peabody Engineering Corporation Stamford
<b>Blower—Centrifugal Type</b>	Spencer Turbine Co, The	Hartford	<b>Brake Linings</b>	Raybestos Division of Raybestos-Manhattan Inc (Automotive and Industrial)	Bridgeport	<b>Burners—Coal and Oil</b>	Peabody Engineering Corporation (Combined)
			Russell Mfg Co (all types, Fused Fabric, Durak, Wireback, Extruded)	Middlebury			Stamford
<b>Blower Fans</b>	Colonial Blower Company Spencer Turbine Co The	Plainville Hartford	<b>Brake Service Parts</b>	Eis Automotive Corp	Middletown	<b>Burners—Gas and Oil</b>	Peabody Engineering Corporation (Combined)
							Stamford

# CONNECTICUT PRODUCTS AND SERVICES

**Burners—Refinery**  
Peabody Engineering Corporation (For Gas and Oil) Stamford

**Burnishing**  
Abbott Ball Co The (Burnishing Barrels and Burnishing Media) Hartford  
Pioneer Steel Ball Company Inc (balls, cones, other metallic shapes) Unionville

**Burs**  
Atrax Company The (carbide) Newington  
Pratt & Whitney Co Inc (carbide and HSS) West Hartford

**Business Forms**  
Connecticut Manifold Forms Co The West Hartford

**Business Counsellors**  
Wirth Management Company Wilton

**Buttons**  
Frank Parizek Manufacturing Co The Putnam  
Schwanda & Sons, B. (ocean pearl and plastic) Staffordville  
Scoville Manufacturing Company (Uniform and Tack Fasteners) Waterbury  
Waterbury Companies Inc (Uniform and Fancy Dress) Waterbury

**Button Head Socket Screws**  
Holo-Krome Screw Corp. West Hartford

**Cabinet Work**  
Hartford Builders Finish Co Hartford

**Cable—Asbestos Insulated**  
Rockbestos Wire & Cable Co Div Cerro de Pasco Corp New Haven

**Cable-Interlocked Armor**  
General Electric Company Bridgeport

**Cable—Nonmetallic Sheathed**  
General Electric Company Bridgeport

**Cages**  
Hendryx Co The Andrew B (bird and animal) New Haven

**Cams**  
American Cam Company Inc Hartford  
Bristol Instrument Gears, Inc. Forestville  
Hartford Special Machinery Co The Hartford

**Cams, 2 Dimensional**  
Mallory Industries Inc West Hartford  
Parker-Hartford Corporation Hartford

**Cams, 3 Dimensional**  
Mallory Industries Inc West Hartford  
Parker-Hartford Corporation Hartford

**Capacitors**  
Electro Motive Mfg Co Inc The (mica & trimmer) Willimantic

**Carbide Dies**  
National Die Co., Inc., The Wolcott

**Carbide Form Tools**  
Somma Tool Co. (for automatic screw machines) Waterbury

**Carbide Shape Dies**  
Thomaston Tool & Die Co (any form) Thomaston

**Carbide Tools**  
Atrax Company The (solid) Newington  
Precision Tool & Die Co Waterbury

**Carbon Pile Type Resistors**  
Engineered Metals Manchester

**Card Clothing**  
Standard Card Clothing Co The (for textile mills) Stafford Springs

**Card Indexes**  
Wassell Organization Inc Westport

**Carpenter's Tools**  
Sargent & Company (Planes, Squares, Plumb Bobs, Bench Screws, Clamps and Saw Vises) New Haven

**Carpets and Rugs**  
Bigelow-Sanford Carpet Co Thompsonville

**Carton Closure Equipment**  
Better Packages Inc ("Tape-O-Matic," "Better Pack") Shelton

**Casket Trimmings**  
Bridgeport Casket Hardware Co, The Bridgeport

**Casters**  
Bassick Company The (Industrial and General) Bridgeport

**Castings**  
Commercial Foundry Co, The (brass, bronze, aluminum) New Britain  
Connecticut Foundry Co (grey iron) Rocky Hill

Connecticut Malleable Castings Co (malleable iron castings) New Haven

Ductile Iron Foundry Inc Stratford

Eastern Malleable Iron Company The (malleable iron, metal and alloy) Naugatuck

Farrel-Birmingham Company Inc (Mechanized Nodular Iron, Steel) Ansonia

H R Engineering Laboratories Inc (centrifugal steel mold) East Haddam

Malleable Iron Fittings Co (malleable iron and steel) Branford

McLagan Foundry Co (grey iron) New Haven

New England Alloy Casting Corp Hartford

Newton-New Haven Co (zinc and aluminum) West Haven

Nutmeg Crucible Steel Co (steel) Branford

Plainville Casting Company (gray, alloy and high tensile irons) Plainville

Philbrick-Booth & Spencer Inc Hartford

Producto Machine Company The Bridgeport

Scovill Manufacturing Company (Brass & Bronze) Waterbury

Turner & Seymour Mfg Co The (gray iron, semi steel and alloy) Torrington

Union Mfg Co (grey iron & semi steel) New Britain

Waterbury Foundry Company The (highway & sash weights) Waterbury

Wilcox Crittenden & Co Inc (gray iron and brass) Middletown

(Advt.)

**Castings—Investment**

Arwood Precision Casting Corp Groton

**Catalog Production**

Watson-Manning Advertising Stratford

**Cements—Refractory**

Mullite Works Refractories Div H K Porter Co Inc Shelton

**Centerless Grinding**

Brown Manufacturing Co Plainville

New England Centerless Grinding Inc West Hartford

Winsted Centerless Co Winsted

**Centers**

Ready Tool Co The (anti friction, carbide tipped, high speed) Stratford

**Centrifugal Pumps**

Hamco Inc (gasoline or electric driven) New Haven

**Cermets**

Russell Mfg Co (for missiles, and for friction materials) Middletown

**Chain**

Risdon Manufacturing Co John M Russel Div Naugatuck

Turner and Seymour Mfg Co The (weldless sash, jack, safety, furnace, universal, lion and cable) Torrington

**Chain-Beaded**

Auto-Swage Products Inc Shelton

**Chain—Power Transmission and Conveying**

Whitney Chain Company Hartford

Whitney Chain Co The Subsidiary of Foote Bros Gear and Machine Corp Hartford

**Chairs**

The Hitchcock Chair Company Riverton

**Chemical Manufacturing**

Carwin Company The North Haven

**Chemicals**

Apothecaries Hall Company Division Waterbury

Axon-Cross Co Shelton

Carwin Company The North Haven

Fuller Brush Co. The (for cleaning and maintenance—cleaners, deodorants, detergents, disinfectants, dust absorbers and polishers) East Hartford

Macalaster Bicknell Company New Haven

MacDermid Incorporated Waterbury

Naugatuck Chemical Division United States Rubber Co Naugatuck

New England Lime Company Canaan

Fizer & Co Inc Chas Groton

United States Chemical Corp. New Haven

**Chemicals—Agriculture**

Naugatuck Chemical Division United States

Rubber Co (insecticides, fungicides, weed killers) Naugatuck

**Chemists—Analytical and Consulting**

Bridgeport Testing Laboratory Inc Bridgeport

**Christmas Light Clips**

Foursome Manufacturing Co

Bristol

**Chromium Plating**

Chromium Corp of America

Waterbury

Chromium Process Company The

Shelton

**Chucks**

Jacobs Manufacturing Co The (drill chucks

lathe collet chucks and arbors) West Hartford

Skinner Chuck Co The New Britain

Union Manufacturing Company New Britain

**Chucks—Air**

Power Grip, Inc.

Rockfall

**Chucks—Drill**

Jacobs Manufacturing Co The West Hartford

**Chucks & Face Plate Jaws**

Skinner Chuck Co The New Britain

Union Manufacturing Company New Britain

**Chucks—Lathe**

Cushman Chuck Co. (power and hand operated)

Hartford

**Chucks—Power Operated**

Skinner Chuck Co The New Britain

Union Manufacturing Company New Britain

**Clay**

Howard Company (Fire Howard "B" and High

Temperature Dry) New Haven

**Cleaning Compounds**

Enthone Inc (Industrial) Incorporated

New Haven

MacDermid Waterbury

**Clock Mechanisms**

Lux Clock Mfg Co The

Waterbury

**Clocks**

E Ingraham Co The Bristol

United States Time Corporation The Waterbury

**Clocks—Alarm**

Lux Clock Mfg Co The

Waterbury

**Clocks—Automatic Cooking**

Lux Clock Mfg Co The

Waterbury

**Clutches**

Snow-Nabstedt Gear Corp The

New Haven

**Clutch Facings**

Raybestos Division of Raybestos-Manhattan Inc

(Molded, Woven, Semi-metallic and Full-

bridgeport

Russell Mfg Co (rubber Shock Cord—all sizes and types) Middletown

**Coils—Electric**

Bittermann Electric Company

Rowley Spring Co Inc The (Air-wound for television and electronic industries) Bristol

**Coils—Pipe or Tube**

National Pipe Bending Co The

Whitlock Manufacturing Co The

New Haven

Hartford

**Coil Winding**

Advanced Electronics, Inc. (custom) Rocky Hill

**Cold Molded Electrical Insulation**

Meriden Molded Plastics

Meriden

**Commercial Heat Treating**

A F Holden Company The

West Haven

**Communication Systems**

Tel-Rad, Inc.

Hartford

**Compacts**

Scovill Manufacturing Company (powder and rouge)

Waterbury

**Compressors**

Brunner Division of Dunham-Bush Inc

(Refrigeration, Air Conditioning and Air

Compressors) West Hartford

Norwalk Company Inc (high pressure air and

gas) South Norwalk

**Computers**

Reflection Electronics Inc

Stamford

Royal McBee Corp

Hartford

**Concrete Products**

Plasticrete Corp Hamden, Hartford,

North Haven, Waterbury, Willimantic

**Condenser and Heat Exchanger Tubes**

Scovill Manufacturing Company Waterbury

# CONNECTICUT PRODUCTS AND SERVICES

<b>Cones</b> Sonoco Products Co (Climax-Lowell Div) (paper) Mystic	<b>Cord Sets—Electric</b> General Electric Company Seeger-Williams Inc Bridgeport	<b>Die Casting Dies</b> Eastern Machine Screw Corp The New Haven Weimann Bros Mfg Co The Derby
<b>Connector</b> Gorn Electric Co Inc (precision miniature electrical and printed circuit) Stamford	<b>Cork Cots</b> Sonoco Products Co (Climax-Lowell Div) Mystic	<b>Die Heads—Self Opening</b> Eastern Machine Screw Corp The New Haven Geometric Tool Division Greenfield Tap & Die Corp New Haven
<b>Construction Equipment Trailers</b> Kensington Welding & Trailer Co The Kensington	<b>Corn Cob Meal</b> Nielson & Sons Inc John R (Graded) South Windsor	<b>Die Sets</b> Producto Machine Company The Bridgeport Superior Steel Products Corp. (steel) Cheshire Union Mfg Co (precision, steel and semi-steel) New Britain
<b>Consultants</b> Robotham Co., The Edward W. (advertising & marketing) Westport	<b>Correspondence Files</b> Wassell Organization Inc Westport	
<b>Consulting Engineers</b> Stanley P. Rockwell Co Inc The (Consulting) Hartford	<b>Corrugated Box Manufacturers</b> Connecticut Container Corporation New Haven Corrugated Containers Inc Hartford	<b>Dies</b> Hoggson & Pettis Mfg Co The New Haven Mitrametric Co The (ground for gears) Torrington
<b>Continuous Mill Gages</b> Pratt & Whitney Co Inc West Hartford	<b>Corrugated Shipping Cases</b> Connecticut Container Corporation New Haven Continental Can Co Fibre Drum and	Pratt & Whitney Co Inc (thread cutting and thread rolling) West Hartford
<b>Contract Machining</b> Laurel Mfg Co Inc (Precision Production Small Parts) Plainville Malleable Iron Fittings Company Branford McMellon Bros., Inc. (precision threaded parts) Bridgeport	<b>Corrugated Box Division</b> D L & D Container Corp New Haven New Haven Board & Carton Co. New Haven	<b>Dies &amp; Die Cutting</b> Douglas Co Geo M New Haven
<b>Contract Manufacturers</b> Advanced Electronics, Inc. Rocky Hill American Standard Products, Inc. Hartford Fenn Mfg Co The (Precision Machine Work) Newington Greist Mfg Co The (Metal parts and assemblies) New Haven	<b>Cosmetic Containers</b> Eyelet Specialty Div International Silver Co Wallingford Lakewood Metal Products, Inc. Waterbury Plume & Atwood Mfg Co The (metal) Thomaston Scovill Manufacturing Company Waterbury	<b>Dielectric Heaters</b> Radio Frequency Co., Inc. New Britain
Hartford Machine Screw Co Div of Standard Screw Co Hartford Merriam Mfg Co (production runs—metal boxes and containers to specifications) Durham	<b>Cosmetics</b> Chesebrough-Pond's, Inc. Clinton Fuller Brush Co. The East Hartford	<b>Displays</b> Sansome Co., S. Frederick (design & production) Short Beach
Plume & Atwood Mfg Co The (metal parts and assemblies) Thomaston Scovill Manufacturing Company (metal parts and assemblies) Waterbury	<b>Counting Devices</b> Veeder-Root Inc Hartford	<b>Display Container</b> National Folding Box Co Div Federal Paper Board Co Inc (folding paperboard) New Haven and Versailles
J H Sessions & Son Bristol Torrington Co The Torrington Voss Co The Branford	<b>Couplings</b> Scovill Manufacturing Company (garden and industrial hose) Waterbury	<b>Displays—Design &amp; Production</b> Ad-Craft Displays Inc Bloomfield Stifel & Kufta New Britain
<b>Controllers</b> Bristol Company The Waterbury Manning Maxwell & Moore Inc Stratford	<b>Cushioning for Packaging</b> Gilman Brothers Co The Gilman	<b>Display Equipment</b> Polecats Inc Old Saybrook
<b>Controls—Remote</b> Panish Controls (Remote Controls for Marine & Aeronautic Applications) Bridgeport	<b>Cutters</b> Atrax Company The (solid carbide) Newington Hanson-Whitney Co The (thread milling) Hartford Mitrametric Co The (ground pinion) Torrington Pratt & Whitney Co Inc (Milling Cutters all types carbide and HSS) West Hartford	<b>Displays—Metal</b> Durham Mfg Co The (Designing & Mfg to customers' specifications) Durham Merriam Mfg Co (Contract Work to Individual Specifications) Durham Parsons Co Inc W A (custom designed) Durham
<b>Controls—Hydraulic Remote</b> Sperry Products Inc Danbury	<b>Cutting &amp; Creasing Rule</b> Bartholomew Co H J Bristol	<b>Display—Plastic</b> Dura Plastics of New York Inc Westport
<b>Converters DC to AC</b> Electric Specialty Co Stamford Safety Electrical Equipment Corp New Haven	<b>Data Processing Equipment</b> Royal McBee Corp Hartford	<b>Diversification Advisors</b> Wirth Management Company Wilton
<b>Conveyor Systems</b> Leeds Conveyor Mfg Co The East Haven Production Equipment Co Meriden	<b>Decalcomanias</b> Sirocco Screenprints New Haven	<b>Door Closers</b> Sargent & Company New Haven
<b>Copper</b> American Brass Corp The (sheet, wire, rods, tubes) Waterbury Bristol Brass Corp The (steel) Bristol Chase Brass & Copper Co (sheet, rod, wire, tube) Waterbury Thinsheet Metals Co The (sheet and rolls) Waterbury	<b>Deep Drawings</b> Stanley Pressed Metal New Britain Terryville Manufacturing Co Terryville	<b>Doors</b> Bilco Co The (metal, residential and commercial) West Haven
<b>Copper Castings</b> Knapp Foundry Company Inc Guilford	<b>Deep Hole Drilling &amp; Reaming</b> Hamden Deep Hole Drilling Co Hamden Products Design & Mfg. Corp. Newington	<b>Dowel Pins</b> Allen Manufacturing Co The Bloomfield Hartford Machine Screw Co Div of Standard Screw Co Hartford Hol-Krome Screw Corp The West Hartford Torrington Co The Torrington
<b>Copper Sand Castings</b> Bridgeport Deoxidized Bronze Corp Bridgeport	<b>Delayed Action Mechanism</b> M H Rhodes Inc Hartford R W Cramer Company Inc The Centerbrook	<b>Drafting Accessories</b> Joseph Merritt & Co Hartford
<b>Copper Sheets</b> American Brass Company The Waterbury New Haven Copper Co The Seymour	<b>Design</b> Designers for Business and Industry (product design-appearance) New Haven Maurice Libson Designer (product styling & appearance design) New Haven	<b>Drawn Shells</b> Cly-Del Manufacturing Co Waterbury
<b>Copper Shingles</b> New Haven Copper Co The Seymour	<b>Diamonds—Industrial</b> Parsons Diamond Products Inc West Hartford Russell Inc RR Newington	<b>Drill Presses</b> Sigourney Tool Co. (sensitive drilling machines) Bloomfield Townsend Mfg Co The H P Elmwood
<b>Copper Water Tube</b> American Brass Company The Waterbury	<b>Diamond Tools</b> Parsons Diamond Products Inc West Hartford Russell Inc RR Newington	<b>Drilling Machines</b> Pratt & Whitney Co Inc (Deep Hole) West Hartford
<b>Copying Machines</b> Thermo-Fax Sales of Conn., Inc. New Haven	<b>Dictating Machines</b> Dictaphone Corporation Bridgeport SoundScriber Corporation The New Haven	<b>Drilling Service—Hard Steel</b> Walton Co., The West Hartford
<b>Cord</b> Russell Mfg Co The (marine & aero shock) Middletown	<b>Die Castings</b> Mt. Vernon Die Casting Co. Stamford Plessey Products, Inc. (aluminum and zinc) Stratford Newton-New Haven Co Inc New Haven Stewart Die Casting Div Stewart-Warner Corp Bridgeport	<b>Drilling and Tapping Units</b> Hartford Special Machinery Co. Hartford
		<b>Drop Forgings</b> Atwater Mfg Co Plantsville Billings & Spencer Co The Hartford Consolidated Industries West Cheshire Wilcox Crittenden & Co Inc Middletown
		<b>Duplicating Machines</b> Thermo-Fax Sales of Conn., Inc. New Haven
		<b>Duplicating Machines—Automatic</b> Pratt & Whitney Co Inc West Hartford

# CONNECTICUT PRODUCTS AND SERVICES

<b>Dust Collectors</b>		
Colonial Blower Co	Plainville	
<b>Elastic</b>		
Russell Mfg Co (rubber shock cord—all sizes and types)	Middletown	
<b>Electric Cables</b>		
General Electric Company (for residential, commercial and industrial applications)	Bridgeport	
Rockbestos Wire & Cable Co Div Cerro de Pasco Corp (asbestos insulated)	New Haven	
<b>Electric Cord Springs</b>		
Bristol Spring Manufacturing Co	Plainville	
<b>Electric Cords</b>		
General Electric Company	Bridgeport	
Rockbestos Wire & Cable Co Div Cerro de Pasco Corp (asbestos insulated)	New Haven	
<b>Electric Enclosed Switches</b>		
Arrow-Hart & Hegeman Electric Co	The Hartford	
<b>Electric Eye Control</b>		
Ripley Company Inc	Middletown	
<b>Electric Fixture Wire</b>		
Rockbestos Wire & Cable Co Div Cerro de Pasco Corp (asbestos insulated)	New Haven	
<b>Electric Hand Irons</b>		
Winsted Hardware Mfg Co (trade mark "Durable")	Winsted	
<b>Electric Heating Elements</b>		
Hartford Element Co	Hartford	
<b>Electric Insulation</b>		
Stevens Paper Mills Inc	The Windsor	
<b>Electric Lighting Fixtures</b>		
Plume & Atwood Mfg Co	The Thomaston	
Wasley Products Inc	Plainville	
<b>Electric Motor Controls</b>		
Arrow-Hart & Hegeman Electric Co	The Hartford	
<b>Electric Motor Winding</b>		
Monarch Electric Co (3 phase industrial motors)	New Britain	
<b>Electric Motor Repair</b>		
B & J Electric Co	Ansonia	
<b>Electric Motors</b>		
Electric Specialty Co	Stamford	
Harvey Hubbell Incorporated	Bridgeport	
Iona Manufacturing Company	The Manchester	
Monarch Electric Co (Allis Chalmers)	New Britain	
Safety Electrical Equipment Corp	New Haven	
U S Electrical Motors Inc	Milford	
<b>Electric Switches</b>		
Harvey Hubbell, Incorporated	Bridgeport	
<b>Electric Time Controls</b>		
Cramer Controls Corporation	The Centerbrook	
<b>Electric Wire</b>		
Rockbestos Wire & Cable Co Div Cerro de Pasco Corp (asbestos insulated)	New Haven	
<b>Electric Wiring Devices</b>		
Arrow-Hart & Hegeman Electric Co	The Hartford	
Harvey Hubbell Incorporated	Bridgeport	
<b>Electrical Appliances</b>		
Iona Manufacturing Company	The Manchester	
<b>Electrical Conduit Fittings &amp; Grounding Specialties</b>		
Gillette-Vibber Company	The New London	
<b>Electrical Connectors</b>		
Burndy Corporation	Norwalk	
<b>Electrical Control Apparatus</b>		
Plainville Electrical Products Co	The Plainville	
<b>Electrical Controls</b>		
Monarch Electric Co (Allis Chalmers)	New Britain	
<b>Electrical Insulation</b>		
Case Brothers, Inc.	Manchester	
<b>Electrical Recorders</b>		
Bristol Co	The Waterbury	
<b>Electrical Relays and Controls</b>		
Allied Control Co	Plantsville	
<b>Electrical Switchboards</b>		
Plainville Electrical Products Co	The Plainville	
Pneumatic Applications Co	Simsbury	
<b>Electrical Wiring Systems</b>		
Wiremold Co	The Hartford	
<b>Electro Mechanical Prototypes</b>		
Victor Tool & Mfg Inc	Higganum	
<b>Electronic Assemblies</b>		
Advanced Electronics, Inc. (custom)	Rocky Hill	
<b>Electronic Parts</b>		
Patent Button Company	The Waterbury	
Prentice Mfg Co	The G E (stampings to customers' specifications)	Kensington
Terryville Manufacturing Co	(Stampings to customer specifications)	Terryville
<b>Electronics</b>		
Anderson Laboratories, Inc.	West Hartford	
Ripley Co	Middletown	
Sturup Larabee & Warmers Inc	Middletown	
Vince Electronics Corporation	New Haven	
<b>Electro-Mechanical Assemblies</b>		
Advanced Electronics, Inc. (custom)	Rocky Hill	
<b>Electroplating</b>		
Coggins Mfg. Co., The J. B.	Meriden	
Giering Metal Finishing Inc	Hamden	
National Sherardizing & Machine Co	Hartford	
Waterbury Plating Company	Waterbury	
<b>Electroplating—Equipment &amp; Supplies</b>		
Apothecaries Hall Company Division	Waterbury	
Enthone Inc	New Haven	
Hubbard Hall Chemical Company	The Waterbury	
Lea Manufacturing Co	Waterbury	
MacDermid Incorporated	Waterbury	
<b>Electroplating Processes &amp; Supplies</b>		
Enthone Inc	New Haven	
<b>Electrotypes</b>		
Barnum-Hayward Electrotype Co	Inc New Haven	
Lockwood Sons Inc Wm H	Hartford	
New Haven Electrotype Div	Electrographic Corp New Haven	
<b>Elevators</b>		
Eastern Elevator Co (passenger and freight)	New Haven	
General Elevator Service Co	Hartford	
<b>Employment Agencies</b>		
Administrative-Technical Personnel Service	Hartford	
Burnham Employment Agency (executive technical, secretarial)	Hartford	
Rita, Richard P. Personnel Services, Inc.	New Haven, Bridgeport & Hartford	
Snelling & Snelling	Hartford	
<b>Enameling</b>		
Giering Metal Finishing Inc	Hamden	
Waterbury Plating Company	Waterbury	
<b>Enamels &amp; Lacquers</b>		
Dobbs Chemical Co	The (industrial finishes to customers' specifications) New Haven	
<b>Engineering</b>		
Research & Development Designers Inc	Middletown	
Technical Design and Development Co	Inc Milford	
Lacey Manufacturing Co, The	Bridgeport	
<b>End Mills</b>		
Atrax Company	The (solid carbide) Newington	
<b>Engraving—Plastic and Nonferrous Metals</b>		
New England Engraving Company	Div of Dura Plastic of New York Inc Westport	
Pratt & Whitney Co	Inc (carbide and HSS) West Hartford	
Salisbury Products Inc	Lakeville	
<b>Envelopes</b>		
Curtis 1000 Inc	Hartford	
United States Envelope Company	Hartford	
Hartford Division	Hartford	
<b>Environmental Test Equipment</b>		
American Research Corporation	Farmington	
<b>Excelsior</b>		
Nielsen & Sons Inc John R	South Windsor	
<b>Explosives</b>		
Ensign-Bickford Co.	The (safety fuse, detonating fuse, blasting accessories) Simsbury	
<b>Extensions—Tap</b>		
Walton Co., The	West Hartford	
<b>Extractors</b>		
Walton Co., The (tap, pipe & stud)	West Hartford	
<b>Extraction Service</b>		
Walton Co., The (taps, drills, studs)	West Hartford	
<b>Extruders and Accessories</b>		
Davis Electric Company (Ram Type Teflon Extruder)	Wallingford	
Standard Machinery and Davis-Standard Divisions of Franklin Research Corp	Mystic	
<b>Eyelets</b>		
American Brass Co	The Waterbury	
Arro Eyelet & Tool Co.	(small-printed circuit, brass & copper)	Waterbury
Cly-Del Manufacturing		Waterbury
Gem Machine & Tool Co.		Waterbury
Mark Eyelet & Stamping Co	(small-metal stampings)	Wolcott
Platt Bros & Co	The Waterbury	
Plume & Atwood Mfg Co	The Thomaston	
Stevens Co Inc	Waterbury	
Salem Mfg. Co.	Prospect	
<b>Eyelets, Ferrules and Wiring Terminals</b>		
American Brass Company	The Waterbury	
<b>Evaled Machine Products</b>		
American Brass Company	The Waterbury	
Ball & Socket Mfg Co	The West Cheshire	
Cold Forming Mfg Co	The Waterbury	
Lakewood Metal Products, Inc.	Waterbury	
National Die Co., Inc.	The Wolcott	
Platt Bros & Co	The Waterbury	
Plume & Atwood Mfg Co	The Thomaston	
Stevens Co Inc	Waterbury	
<b>Eyelet Parts</b>		
Auto-Swage Products, Inc.	Shelton	
<b>Fabricators</b>		
Scovill Manufacturing Company	(aluminum, brass, bronze, copper, steel)	Waterbury
<b>Fabrics</b>		
Russell Mfg Co (Teflon, Moulded Fabric, Bearing Surfaces, High Temperature Fabrics)	Middleton	
<b>Fan Blades</b>		
Torrington Manufacturing Company	The Torrington	
<b>Fans—Electric</b>		
General Electric Company	Bridgeport	
Monarch Electric Co (attic, industrial and ventilating)	New Britain	
<b>Fasteners—Aircraft</b>		
Scovill Manufacturing Company (PANELOC Aircraft Fasteners)	Waterbury	
<b>Fasteners—Industrial</b>		
Torrington Co	The Torrington	
<b>Fasteners—Laundry Proof</b>		
Scovill Manufacturing Company (GRIPPER snap fasteners)	Waterbury	
<b>Fasteners—Slide &amp; Snap</b>		
Scovill Manufacturing Company (GRIPPER zippers and GRIPPER snap fasteners)	Waterbury	
<b>Felt</b>		
Auburn Manufacturing Company	The (mechanical, cut parts)	Middleton
Drycor Felt Company	(paper makers and industrial)	Staffordville
<b>Felt—All Purpose</b>		
American Felt Co (Mill & Cutting Plant)	Glenville	
Chas W House & Sons Inc	(Mills & Cutting Plant)	Unionville
<b>Fiber-glass Fabrication</b>		
Davis Co	The E J West Haven	
<b>Fibre Board</b>		
Bird & Son Inc	New Britain	
Case Brothers Inc	Manchester	
Colonial Board Company	Manchester	
C H Norton Co	The North Westchester	
Stevens Paper Mills Inc	The Windsor	
<b>Fiberglass Products</b>		
Fiberglass Products Eng. Co.	South Norwalk	

# CONNECTICUT PRODUCTS AND SERVICES

<b>File Cards</b>			
Standard Card Clothing Co The	Stafford Springs	Hartford	Grommets
		Plainville Casting Company (gray, alloy and high tensile irons)	American Brass Company The Plume & Atwood Mfg Co The
<b>Filing Equipment</b>	Westport	Bridgeport	Waterbury
Wassell Organization Inc		Turner & Seymour Mfg Co The (gray, iron, semi steel and alloy)	Waterbury
		Union Mfg Co (gray iron & semi steel)	
<b>Film Processing Machinery</b>	Milford	New Britain	
Filmline Corporation		Middletown	
		Wilcox Crittenden & Co Inc (iron, brass, aluminum and bronze)	
<b>Filters—Fluid</b>		Fountain Pens and Mechanical Pencils	
Alsop Engineering Co	Milldale	Waterman Pen Company Inc	Seymour
Cuno Engineering Corp The	Meriden		
<b>Filter Media</b>		Foundry Riddles	
National Filter Media Corp. (cloth & paper)	New Haven	John P Smith Co The	New Haven
<b>Finger Nail Clippers</b>	Ansonia	Four Slide Forms	
H C Cook Co The		Peck Spring Co	Plainville
<b>Firearms</b>		Fuel Oil Pump and Heater Sets	
Colt's Patent Fire Arms Mfg Co Inc	Hartford	Peabody Engineering Corporation	Stamford
Junior Screw Machine Products Inc			
	West Haven		
Marlin Firearms Co The	New Haven	Furnaces	
O. F. Mossberg & Sons Inc	New Haven	Rockwell Co., W. S. (industrial)	Fairfield
<b>Fire Alarm Systems</b>	New Haven	Gage Blocks	
Fire-Lite Alarms Inc		Pratt & Whitney Co Inc (Alloy steel and Carbide, Hooke and USA)	West Hartford
<b>Fire Hose</b>		Galvanizing	
Fabrics Fire Hose (municipal and industrial)	Sandy Hook	Malleable Iron Fittings Co	Branford
		Wilcox Crittenden & Co Inc	Middletown
<b>Fireplace Goods</b>		Garment Accessories	
Puritan Fireplace Furnishings Co.	Milford	Oakville Co. Div. Scovill Mfg. Co.	Oakville
<b>Fireworks</b>		Gaskets	
M Backes' Sons Inc	Wallingford	Auburn Manufacturing Company The (from all materials)	Middletown
		Fitzgerald Manufacturing Co.	Torrington.
Flame Hardening	West Hartford	Raybestos Division of Raybestos-Manhattan Inc	Bridgeport
Flame Treating & Engineering Co., The			
<b>Flashlights</b>		Gaskets—Metallic	
Bridgeport Metal Goods Mfg Co	Bridgeport	Laminated Shim Company Inc	Glenbrook
<b>Flat Head Socket Screws</b>		Gas Scrubbers, Coolers and Absorbers	
Holo-Krome Screw Corp.	West Hartford	Peabody Engineering Corporation	Stamford
<b>Flat Springs</b>		Gauges	
Bristol Spring Manufacturing Co.	Plainville	Bristol Co The (pressure and vacuum-recording automatic control)	Waterbury
Gemco Manufacturing Co Inc	Southington	Waterbury	
		Heliocoid Gage Division American Chain & Cable Co The (pressure and vacuum)	
<b>Flatware-Stainless Steel</b>		Gears	
Majestic Silver Co The	New Haven	Bridgeport	
		J & S Machine Co Inc (End Measures, Cyl Plugs & Rings)	Hartford
		Manning Maxwell & Moore Inc	Stratford
Flexible Shaft Machines	West Hartford	New Haven Trap Rock Co The	Machine Products Div (Johan Universal and Special Purpose Gauge)
Pratt & Whitney Co Inc			North Branford
		Pratt & Whitney Co Inc (Precision Measurement all types)	West Hartford
<b>Floats</b>		Gears and Gear Cutting	
Sansome Co., S. Frederick (parade)	Short Beach	Farrel-Birmingham Company Inc	Ansonia
		Fenn Mfg Co The	Newington
		United Gear & Machine Co	Suffield
<b>Float Switches</b>		Generators	
Gorn Electric Co Inc (for aircraft and commercial use)	Stamford	Hamco Inc (electric, portable, gasoline driven)	New Haven
<b>Floor &amp; Ceiling Plates</b>		Safety Electrical Equipment Corp	New Haven
Beaton & Cadwell Mfg Co The	New Britain		
<b>Fluorescent Lighting Equipment</b>		Glass Blowing	
Wiremold Company The	Hartford	Macalaster Bicknell Company	New Haven
<b>Foam Rubber</b>		Glass Containers	
Armstrong Rubber Company The	West Haven	Feldman Glass Co. The	New Haven
<b>Forgings</b>		Glass Cutters	
Atwater Manufacturing Company	Plantsville	Fletcher-Terry Co The	Forestville
Billing & Spencer Company	Hartford		
Bridgeport Hardware Mfg Corp The	Bridgeport		
Capewell Manufacturing Company	Hartford		
Chase Brass & Copper Co	Waterbury		
Consolidated Industries Inc	West Cheshire		
Heppenstall Co (all kinds and shapes)	Bridgeport		
Ideal Forging Corp.	Southington		
Scovill Manufacturing Company (Non-ferrous)	Waterbury		
<b>Forming Tools</b>		Grinding	
C & S Tool Co., Inc.	Berlin	Farrel-Birmingham Company Inc (Roll and Cylindrical)	Ansonia
		Horberg Grinding Industries Inc (Precision custom grinding; centerless, cylindrical, surfaces, internal and special)	Bridgeport
		K-F & D Mfg Company The (Contour and Precision)	Manchester
<b>Forms</b>		Grinding Machines	
Baker Goodyear Co (Columnar and Analysis)	Branford	Farrel-Birmingham Company Inc (Roll)	
<b>Foundries</b>		Grinding Wheels	
Connecticut Malleable Castings Co (malleable iron castings)	New Haven	Fuller Merriam Company The	West Haven
Derby Castings Company, The	Seymour		
Ductile Iron Foundry Inc	Stratford		
Malleable Iron Fittings Co (Malleable Iron and Steel Castings)	Branford		

# CONNECTICUT PRODUCTS AND SERVICES

<b>Heat-Treating Equipment</b>		
Barnes Co The Wallace Div Associated Spring Corp	Bristol	
Bauer & Company Inc	Hartford	
Rolock Inc (Retorts, Muffles, etc)	Fairfield	
Stanley P Rockwell Co Inc The (commercial)	Hartford	
<b>Heat Treating Fixtures</b>		
Rolock Inc (Trays, Baskets, etc.)	Fairfield	
Wiretex Mfg Co Inc	Bridgeport	
<b>Heat Treating Salts and Compounds</b>		
Mitchell-Bradford Chemical Co	Milford	
<b>Heaters—Electric</b>		
General Electric Company	Bridgeport	
<b>Heating and Cooling Coils</b>		
G & O Manufacturing Co	New Haven	
<b>Heating Elements</b>		
Hartford Element Co	Hartford	
<b>Heavy Chemicals</b>		
Naugatuck Chemical Division United States Rubber Co (sulphuric, nitric and muriatic acids and aniline oil)	Naugatuck	
<b>Hex-Socket Screws</b>		
Allen Manufacturing Company The Bloomfield Bristol Company The Waterbury	Hartford	
Hartford Machine Screw Co Div of Standard Screw Co	Hartford	
<b>High Frequency Alternators</b>		
Electric Specialty Co	Stamford	
Safety Electrical Equipment Corp	New Haven	
<b>Highway Guard Rail Hardware</b>		
Malleable Iron Fittings Co	Branford	
<b>Hinges</b>		
Homer D Bronson Company	Beacon Falls	
<b>Hobs and Hobbing</b>		
Pratt & Whitney Co Inc (Die and Thread milling)	West Hartford	
<b>Hobs</b>		
Hanson-Whitney Co The (fine pitch gear)		
<b>Hoes</b>		
Scovil, Inc., D & H (eye and grub)	Higganum	
<b>Hoists and Trolleys</b>		
Union Mfg Company	New Britain	
<b>Hooks &amp; Eyes</b>		
Oakville Co. Div. Scovill Mfg. Co.	Oakville	
<b>Homogenizers</b>		
Sonic Engineering Corp.	Stamford	
<b>Honing</b>		
K-F & D Mfg Company The	Manchester	
<b>Hose Fittings</b>		
Scovill Manufacturing Company (garden and industrial hose)	Waterbury	
<b>Hose—Flexible Metallic</b>		
American Brass Co		
American Metal Hose Branch	Waterbury	
Johnson Metal Hose, Inc.	Waterbury	
<b>Hose Supporter Trimmings</b>		
Hawie Mfg Co The (So-Lo Grip Tabs)	Bridgeport	
<b>Hospital Products</b>		
Seamless Rubber Company	New Haven	
<b>Hospital &amp; Rehabilitation Equipment</b>		
Polecats Inc	Old Saybrook	
<b>Hydraulic Brake Fluids</b>		
Eis Automotive Co	Middletown	
<b>Hydraulic Components and Systems</b>		
Vickers Incorporated Marine & Ordnance Dept.	Waterbury	
<b>H.S. Form Tools</b>		
Somma Tool Co. (for automatic screw machines)	Waterbury	
<b>Hypodermic Needles</b>		
Roehr Products Company	Waterbury	

# CONNECTICUT PRODUCTS AND SERVICES

<b>Locks—Builders</b>		<b>Machinery—Metal-Working</b>		<b>Machining—Horizontal Boring</b>
Sargent & Company	New Haven	Fenn Mfg Co The Newington Waterbury Farrel Foundry & Machine Co The Waterbury Division of Textron Inc Pratt & Whitney Co Inc West Hartford		Tucker Machine Co New Haven
<b>Locks—Cabinet</b>		<b>Machinery—Nut</b>		<b>Magnesium Sand Castings</b>
Excelsior Hardware Co The	Stamford	Waterbury Farrel Foundry & Machine Co The Waterbury Division of Textron Inc (forming and tapping)		Peerless Aluminum Foundry Co., Inc. Bridgeport
<b>Lock Nuts</b>		<b>Machinery—Screw and Rivet</b>		<b>Management Consultants</b>
McMellon Bros., Inc.	Bridgeport	Waterbury Farrel Foundry & Machine Co The Waterbury Division of Textron Inc		Administrative-Technical Personnel Service Hartford
<b>Locks—Suitcase and Trimmings</b>		<b>Machinery—Wire Drawing</b>		<b>Management Counsel</b>
Excelsior Hardware Co The	Stamford	Fenn Mfg Co The Newington Waterbury Farrel Foundry & Machine Co The Waterbury Division of Textron Inc		Wirth Management Company Wilton
<b>Locks—Trunk</b>		<b>Machinery—Wire Drawing</b>		<b>Manganese Bronze Ingots</b>
Excelsior Hardware Co The	Stamford	Fenn Mfg Co The Newington Waterbury Farrel Foundry & Machine Co The Waterbury Division of Textron Inc		Whipple and Choate Company Bridgeport
<b>Locks—Zipper</b>		<b>Machinery—Wire Drawing</b>		<b>Manicure Instruments</b>
Excelsior Hardware Co The	Stamford	Fenn Mfg Co The Newington Waterbury Farrel Foundry & Machine Co The Waterbury Division of Textron Inc		W E Bassett Company The Derby
<b>Loom—Non-Metallic</b>		<b>Machinery Rebuilding</b>		<b>Manifold Forms</b>
Wiremold Company The	Hartford	Conn Machine Repair Inc Bridgeport		Walters Business Forms, Inc. Bloomfield
<b>Lumber &amp; Millwork Products</b>		<b>Machinery—Wire Straightening</b>		<b>Marine Equipment</b>
City Lumber Co of Bridgeport Inc	Bridgeport	Shuster Wire Machine Div. Mettler Machine Tool, Inc. New Haven Waterbury Farrel Foundry & Machine Co The Waterbury Division of Textron Inc		Wilcox-Crittenden Div North & Judd Mfg Co Middletown
<b>Machetes</b>		<b>Machinery—Wire Straightening and Cutting</b>		<b>Marine Machines</b>
Collins Company The	Collinsville	Shuster Wire Machine Div. Mettler Machine Tool, Inc. New Haven		Essex Machine Works, Inc (Propellers, Shafts, etc.) Essex
<b>Machine Designers and Manufacturers</b>		<b>Machinery</b>		<b>Marine Reserve Gears</b>
Research & Development Designers Inc	Middletown	Allison-Campbell Div. American Chain & Cable Co., Inc. (abrasive cutting machines and wheels) Bridgeport Coulter & McKenzie Machine Co The (special, new development engineering design and construction) Bridgeport		Snow-Nabstedt Gear Corp The New Haven
<b>Machine Overload Monitors</b>		<b>Machines—Automatic Chucking</b>		<b>Marketing Counsel</b>
Sperry Products Inc	Danbury	New Britain-Gridley Machine Division The New Britain Machine Co (multiple spindle and double end) New Britain Pratt & Whitney Co Inc (Potter & Johnson) West Hartford		Brunelle Co., The Charles Hartford
<b>Machine Shop Fabrication</b>		<b>Machines—Draw Benches</b>		<b>Market Studies and Reports</b>
Advanced Electronics, Inc.	Rocky Hill	Fenn Manufacturing Company The Newington Waterbury Farrel Foundry & Machine Co The Waterbury Division of Textron Inc		Wirth Management Company Wilton
<b>Machine Tools</b>		<b>Machines—Forming</b>		<b>Marketing Service</b>
Farrel-Birmingham Company Inc	Ansonia	Nilson Machine Company The A H (four-slide wire and ribbon stock) Shelton		Business Incubation Laboratory Wilton
Pratt & Whitney Co Inc	West Hartford	<b>Machines—Paper Ruling</b>		<b>Marking Devices</b>
Producto Machine Company The	Bridgeport	John McAdams & Sons Inc Norwalk		Cooney Engraving Co Branford Hoggson & Pettis Mfg Co The New Haven Parker-Hartford Corporation (steel) Hartford
<b>Machine Work</b>		<b>Machines—Precision Boring</b>		<b>Marking Tools</b>
Banthin Engineering Co	Bridgeport	New Britain-Gridley Machine Division The New Britain Machine Co New Britain		Parker-Hartford Corporation Hartford
Essex Machine Works Inc	Essex	<b>Machines—Rolling</b>		<b>Masonry Products</b>
Farrel-Birmingham Company Inc	Ansonia	Fenn Manufacturing Company The Newington		Plasticrete Corp Hamden, Hartford, North Haven, Waterbury, Willimantic
Fenn Manufacturing Company The	The (precision			
Fuller Brush Co. The	(precision contract work)			
East Hartford		<b>Machines—Slitting</b>		<b>Materials Handling</b>
parts)		Waterbury Farrel Foundry & Machine Co The Waterbury Division of Textron Inc (screw head)		Parsons Co Inc W A (tote pans) Durham
Hartford Special Machinery Co The	(contract work only)			<b>Mats—Newspaper</b>
McMellon Bros., Inc.	(precision threaded parts)			Lockwood Sons Inc Wm H Hartford
National Sheradizing & Machine Co. (job)		<b>Machines—Special</b>		<b>Mattresses</b>
Hartford		Fenn Mfg Co The Newington Fuller Brush Co The East Hartford		Waterbury Mattress Co Waterbury
New Haven Trap Rock Co The	Machine Products Div	<b>Machines—Special Build</b>		<b>Metal Boxes</b>
North Branford		Essex Machine Works Inc Essex		Durham Mfg Co The Durham Parsons Co Inc W A (tool kits) Durham
Parker-Hartford Corporation		<b>Machines—Swaging</b>		<b>Metal Boxes and Displays</b>
Safety Electrical Equipment Corp	New Haven	Fenn Manufacturing Company The Newington Torrington Co The Torrington		Durham Mfg Co The (Designing & Mfg to customers' specifications) Durham Merriam Mfg Co (Bond, Security, Cash, Utility, Personal Files, Drawer Safes, Custombilt containers and displays) Durham
Torrington Manufacturing Co The	(special rolling mill machinery)			
Torrington	Torrington	<b>Machines—Thread Rolling</b>		<b>Metal Cleaners</b>
Torrington Co The		Shuster Wire Machine Div. Mettler Machine Tool, Inc. New Haven		Apothecaries Hall Company Division Waterbury The Hubbard Hall Chemical Company
Waterbury Farrel Foundry & Machine Co The		<b>Machines—Turks Head</b>		Enthone Inc New Haven Waterbury
Division of Textron Inc (metal working)		Waterbury Farrel Foundry & Machine Co The Waterbury Division of Textron Inc		<b>Metal Finishes</b>
Waterbury		<b>Machines—Wire Drawing</b>		Enthone Inc Mitchell-Bradford Chemical Co New Haven Milford
<b>Machinery—Automatic</b>		Fenn Manufacturing Company The Newington Waterbury Farrel Foundry & Machine Co The Waterbury Division of Textron Inc		<b>Metal Finishing</b>
Banthin Engineering Company (new and rebuilt)	Bridgeport			Contract Plating Co., Inc. Stratford Hartford Industrial Finishing Co Hartford National Sheradizing & Machine Co Hartford Stamford Polishing & Plating Corp. Stamford Waterbury Plating Company Waterbury
<b>Machinery—Automatic Feeding</b>		<b>Machines—Wire Drawing</b>		<b>Metal Formings</b>
Technical Design and Development Co Inc	Milford	Fenn Manufacturing Company The Newington Waterbury Farrel Foundry & Machine Co The Waterbury Division of Textron Inc		Master Engineering Company West Cheshire Oakville Co. Div. Scovill Mfg. Co. Oakville Stanley Pressed Metal New Britain
<b>Machinery—Bolt and Nut</b>		<b>Machines—Wire Drawing</b>		
Waterbury Farrel Foundry & Machine Co The		Fenn Manufacturing Company The Newington Waterbury Farrel Foundry & Machine Co The Waterbury Division of Textron Inc		
Division of Textron Inc				
Waterbury				
<b>Machinery—Cold Heading</b>				
Waterbury Farrel Foundry & Machine Co The				
Division of Textron Inc				
Waterbury				
<b>Machinery Dealers &amp; Rebuilders</b>				
Botwinik Brothers	New Haven			
Bristol Metal Working Equipment				
Conn Machine Repair Inc	East Hartford			
J L Lucas and Son	Bridgeport			
State Machinery Co Inc	Fairfield			
	New Haven			
<b>Machinery—Extruding</b>				
Standard Machinery and Davis-Standard				
Divisions of Franklin Research Corp	Mystic			

# CONNECTICUT PRODUCTS AND SERVICES

<b>Metallurgists</b>		
Bridgeport Testing Laboratory Inc	Bridgeport	B & N Tool & Engineering Co (instruments and timing devices)
<b>Metal Mouldings</b>		Model Work
Leed Co The H A	Hamden	Clark Brothers Bolt Co
<b>Metal Powder Products</b>		Hartford Machine Screw Co Div of Standard Screw Co
Norwalk Powdered Metals Inc	Norwalk	Torrington Co The
<b>Metal Products—Stampings</b>		Nuts, Bolts and Washers
American Brass Company The	Waterbury	Milldale
Plume & Atwood Manufacturing Co	Thomaston	Hartford
J H Sessions & Son	Bristol	Torrington
Scovill Manufacturing Company (Made-to-Order)	Waterbury	
Stanley Pressed Metal	New Britain	
<b>Metal Specialties</b>		<b>Office Equipment</b>
Excelsior Hardware Co The	Stamford	Pitney-Bowes Inc
Torrington Co The	Torrington	Thermo-Fax Sales of Conn., Inc.
<b>Metal Spinning</b>		Underwood Corporation
Moseley Metal Crafts Inc	West Hartford	Wassell Organization Inc
<b>Metal Stampings</b>		Office Printing
American Brass Company The	Waterbury	Kellogg & Bulkeley A Division of Printers Inc
Better Formed Metals Inc	Waterbury	Offset Printing
Cly-Del Manufacturing Co	Waterbury	City Printing Co The
Doo-Val Tool & Mfg Inc The	Naugatuck	New Haven
Excelsior Hardware Co The	Stamford	
Greisig Mfg Co The	New Haven	
H C Cook Co The	Ansonia	
Stanley Humason Inc	Forestville	
Mohawk Mfg Co (threaded)	Middletown	
North & Judd Manufacturing Co	New Britain	
J A Otterbein Company The (metal fabrications)	Middlebury	
J H Sessions & Son	Bristol	
Patent Button Co The	Waterbury	
Plume & Atwood Mfg Co The	Thomaston	
Saling Manufacturing Company	Unionville	
Stanholm Mfg. Co.	Bristol	
Terryville Manufacturing Co	Terryville	
Wasley Products Inc	Plainville	
Waterbury Companies, Inc.	Waterbury	
Waterbury Lock & Specialty Co The	Milford	
<b>Meters—Gas</b>		
Sprague Meter Company	Bridgeport	
<b>Meters—Parking</b>		
Rhodes Inc M H	Hartford	
<b>Microfilm</b>		
American Microfilming Service Co	New Haven	
Cine-Video Productions Inc	Milford	
<b>Microfilm—Reader-Printer</b>		
Thermo-Fax Sales of Conn., Inc.	New Haven	
<b>Micrometers</b>		
Slocum Co The J T	Glastonbury	
<b>Mill Machinery</b>		
Torrington Manufacturing Company The	Torrington	
Waterbury Farrel Foundry & Machine Co The	Waterbury	
Division of Textron Inc		
<b>Milling Machines</b>		
Pratt & Whitney Co Inc (Keller Tracer—Controlled Milling Machines)	West Hartford	
<b>Mill Products</b>		
Scovill Manufacturing Company (aluminum, brass, bronze, nickel silver—sheet, rod, wire, tube)	Waterbury	
<b>Mill Supplies</b>		
Wilcox-Crittenden Div North & Judd Mfg Co	Middletown	
<b>Millwork</b>		
Hartford Builders Finish Co	Hartford	
<b>Miniature Precision Connectors</b>		
Gorn Electric Co	Stamford	
<b>Minute Minders</b>		
Lux Clock Mfg Co The	Waterbury	
<b>Mirror Rosettes and Hangers</b>		
Waterbury Companies Inc	Waterbury	
<b>Missile Details</b>		
Tag Alloy Welding & Mfg. Co., Inc. (weldments)	Glastonbury	
<b>Mixing Equipment</b>		
Alsop Engineering Co	Milldale	
Eastern Industries Inc	New Haven	
<b>Model Work</b>		
B & N Tool & Engineering Co (instruments and timing devices)	Thomaston	
<b>Models and Prototypes</b>		
Research & Development Designers Inc	Middletown	
<b>Mold Frames</b>		
Superior Steel Products Corp.	Cheshire	
<b>Molded Fiberglass Products</b>		
Fiberglass Products Eng. Co.	South Norwalk	
<b>Moldings—Powder Metal Materials</b>		
American Sinterings Div. Engineered Plastics	Watertown	
<b>Mops</b>		
Fuller Brush Co. The (wet and dry mops and dusters)	East Hartford	
<b>Motion Picture Equipment</b>		
Victor Animatograph Corp a div of Kalart (16mm sound and silent projectors film splicers and rewinders)	Plainville	
<b>Motion Pictures</b>		
Cine-Video Productions Inc	Milford	
<b>Motor Drives</b>		
Electronic Controls, Inc. (adjustable speed)	Stamford	
<b>Motor—Generator Sets</b>		
Electric Specialty Co	Stamford	
Safety Electrical Equipment Corp	New Haven	
<b>Motors—Electric Timing</b>		
Cramer Controls Corporation The	Centerbrook	
<b>Motors—Synchronous</b>		
Cramer Controls Corporation The	Centerbrook	
Electric Specialty Co	Stamford	
<b>Moulded Plastic Products</b>		
Butterfield Inc T F	Naugatuck	
U S Plastic Molding Corp	Wallingford	
Waterbury Companies Inc	Waterbury	
Watertown Mfg Co The	Watertown	
<b>Mouldings</b>		
Himmel Brothers Co The (architectural, metal and store front)	Hamden	
<b>Moulds</b>		
Hoggston & Pettis Mfg Co The (steel)	New Haven	
<b>Name Plates</b>		
Cooney Engraving Co	Branford	
Quality Name Plate Inc.	East Glastonbury	
Seton Name Plate Co (metal & plastic name plates and identification tags)	New Haven	
<b>Napper Clothing</b>		
Standard Card Clothing Co The (for textile mills)	Stafford Springs	
<b>Nettings</b>		
Wilcox Lace Corp The	Middletown	
<b>Newspaper Mats</b>		
Lockwood Sons Inc Wm H	Hartford	
<b>New Product Consultants</b>		
Business Incubation Laboratory	Wilton	
<b>Nickel Anodes</b>		
Apothecaries Hall Company Division		
The Hubbard Hall Chemical Company	Waterbury	
Seymour Manufacturing Co The	Seymour	
<b>Nickel Silver</b>		
American Brass Company The	Waterbury	
Plume & Atwood Mfg Co The	Thomaston	
Waterbury Rolling Mills Inc (sheets, strips, rolls)	Waterbury	
<b>Nickel Silver Ingots</b>		
Whipple and Choate Company The	Bridgeport	
<b>Night Latches</b>		
Sargent & Company	New Haven	
<b>Nitridding</b>		
Hartford Machine Screw Company	Hartford	
<b>Non-ferrous Metal Castings</b>		
Miller Company The	Meriden	
<b>Nuclear Details</b>		
Tag Alloy Welding & Mfg. Co., Inc. (weldments)	Glastonbury	
<b>Office Equipment</b>		
Pitney-Bowes Inc	Stamford	
Thermo-Fax Sales of Conn., Inc.	New Haven	
Underwood Corporation	Hartford	
Wassell Organization Inc	Westport	
<b>Office Printing</b>		
Kellogg & Bulkeley A Division of Printers Inc	Connecticut	
<b>Offset Printing</b>		
City Printing Co The	Hartford	
<b>Oil Burners</b>		
Miller Company The (domestic)	Meriden	
Peabody Engineering Corp (Mechanical or Steam Atomizer)	Stamford	
Silent Glow Oil Burner Corp The	Hartford	
<b>Oil Tanks</b>		
Norwalk Tank Co. Div. Mersick Industries, Inc.	South Norwalk	
Whitlock Manufacturing Co The	Hartford	
<b>Oils—Cutting</b>		
Anderson Oil and Chemical Company Inc	Portland	
<b>Optical Comparator Charts</b>		
Research & Development Designers Inc	Middletown	
<b>Optical Cores &amp; Ingots</b>		
Plume & Atwood Mfg Co The	Thomaston	
<b>Optical Instruments</b>		
Barnes Engineering Co. (and systems)	Stamford	
<b>Otis Woven Awning Stripes</b>		
The Falls Company	Norwich	
<b>Ovens</b>		
Rockwell Co., W. S. (industrial)	Fairfield	
<b>Ovens—Electric</b>		
Bauer & Company Inc	Hartford	
<b>Packaging</b>		
Commerce Packaging Corporation (military, commercial & export canning & crating)	Stamford	
<b>Packaging—Engineering</b>		
Commerce Packaging Corp	Stamford	
Progressive Packaging Corp (military & commercial for domestic and export packaging, canning, crating and shipping)	East Haven	
<b>Packaging &amp; Packing</b>		
Commerce Packaging Corp	Stamford	
Mercer & Stewart Co The	Hartford	
<b>Packing</b>		
Auburn Manufacturing Company The (leather, rubber, asbestos, fibre)	Middletown	
Raybestos Division of Raybestos-Manhattan Inc (Asbestos and Rubber Sheet)	Bridgeport	
<b>Padlocks</b>		
Sargent & Company	New Haven	
Waterbury Lock & Specialty Co The	Milford	
<b>Paints</b>		
Tredennick Paint Manufacturing Co The	Meriden	
<b>Panelyte</b>		
Leed Co The H A	Hamden	
<b>Panta</b>		
Moore Special Tool Co (crush wheel dresser)	Bridgeport	
<b>Paperboard</b>		
Continental Can Co., Boxboard and Folding Carton Division	Montville	
Federal Paper Board Co Inc	New Haven	
New Haven Board & Carton Co The	New Haven	
Robertson Paper Box Co	Montville	
<b>Paper Boxes</b>		
Atlantic Carton Corp (folding)	Norwich	
National Folding Box Co Div Federal Paper Board Co Inc (folding)	Montville	
Mills Inc H J	New Haven & Versailles	
New Haven Board & Carton Co The	Bristol	
Robertson Paper Box Co (folding)	Montville	

# CONNECTICUT PRODUCTS AND SERVICES

<b>Paper Boxes—Folding and Setup</b>		<b>Pipe</b>		<b>Plastic Wire Coating Materials</b>
Bridgeport Paper Box Company	Bridgeport	American Brass Co The (brass and copper)	Waterbury	Electronic Rubber Co Stamford
M Backers' Sons Inc	Wallingford	Chase Brass & Copper Co (red brass and copper)	Waterbury	Plastics Naugatuck Chemical Division United States Rubber Co Naugatuck (Advt.)
<b>Paper Clips</b>		Howard Co (cement well and chimney)	New Haven	
H C Cook Co The (steel)	Ansonia			
<b>Paper Fasteners</b>		<b>Pipe Fittings</b>		<b>Plastics &amp; Resins</b>
Oakville Co. Div. Scovill Mfg. Co.	Oakville	Malleable Iron Fittings Co	Branford	American Cyanamid Co Plastics & Resins Div Wallingford
<b>Paper Mill Machinery</b>		<b>Pipe Organs</b>		Plastics—Moulds & Dies
Farrel-Birmingham Company Inc	Ansonia	Austin Organs, Inc.	Hartford	Crown Tool & Die Co Inc Bridgeport
<b>Paper—Shredded</b>		<b>Pipe Plugs</b>		Plasticrete Block
Nielsen & Sons Inc John R South	Windsor	Hartford Machine Screw Co Div of Standard Screw Co	Hartford	Plasticrete Corp Hamden, Hartford, North Haven, Waterbury, Willimantic
<b>Paper Tubes and Cores</b>		<b>Pipe Plugs—Socketed</b>		
Sonoco Products Co (Climax-Lowell) Div	Mystic	Hartford Machine Screw Co Div of Standard Screw Co	Hatford	
<b>Parallel Tubes</b>		<b>Pistols &amp; Revolvers</b>		<b>Platers</b>
Sonoco Products Co (Climax-Lowell) Div	Mystic	Colt's Patent Fire Arms Mfg Co Inc	Hartford	Acme Chromium Plating Co New Haven
<b>Parking Meters</b>		<b>Plant Protection</b>		Christie Plating Co Groton
Rhodes Inc M H	Hartford	Interstate Industrial Protection Co.	Bridgeport	Chromium Process Company The (Chromium Plating only) Shelton
<b>Parts</b>		<b>Plastic Blister Packaging</b>		Water Plating Company Waterbury
Hartford Machine Screw Co Div of Standard Screw Co	Hartford	Commerce Packaging Corporation (ball bearings & small parts)	Stamford	
Scovill Manufacturing Company (ammunition, electric instrument, electrical appliance, fountain pen, instrument, lighting fixture, ordnance, etc.—blanked, stamped, formed, drawn, re-drawn, forged, screw machined, headed, pointed, finished)	Waterbury	<b>Plastic Bottles</b>		<b>Platers' Equipment</b>
Torrington Co The	Torrington	Plax Corporation	Bloomfield	Apothecaries Hall Company Waterbury
<b>Penlights</b>		<b>Plastic Buttons</b>		Enthone Inc New Haven
Bridgeport Metal Goods Mfg Co	Bridgeport	Frank Parizek Manufacturing Co The West	Willington	Lea Manufacturing Co The Waterbury
<b>Perfumes</b>		<b>Plastic Engraving</b>		MacDermid Incorporated Waterbury
Chesebrough-Pond's, Inc.	Clinton	New England Engraving Co Div of Dura Plastics of New York Inc	Westport	
<b>Personnel Consultants</b>		<b>Plastic Extruders</b>		Plastic Buttons—Groton
Snelling & Snelling Wirth Management Company	Hartford Wilton	Danielson Mfg Co The (nylon and other engineering plastics)	Danielson	Giering Metal Finishing Inc Hamden
<b>Personnel Recruiting</b>		Jessall Plastics Div of The Electric Storage Battery Co	Kensington	Roberts Plating Company Naugatuck
Administrative-Technical Personnel Service (executive)	Hartford	<b>Plastic Fabrication</b>		Superior Plating Co Bridgeport
<b>Pet Furnishings</b>		Dura Plastics of New York Inc	Westport	Te-Clate Inc Windsor Locks
Andrew B Hendrix Co The	New Haven	Fabricron Corp	Unionville	
<b>Phosphate Coating</b>		New England Rack Co., Inc. (hood & duct systems, tanks, etc.)	Hamden	<b>Plating Processes and Supplies</b>
Black Oxide, Inc.	New Britain	Salisbury Products Inc	Lakeville	Enthone Inc New Haven
<b>Phosphor Bronze</b>		<b>Plastic Film &amp; Sheet Materials</b>		Seymour Manufacturing Co The Seymour
American Brass Company The Waterbury Miller Company The (sheets, strips, rolls)	Meriden	Gilman Brothers Co The	Gilman	
Plume & Atwood Mfg. Co., The Thomaston Waterbury Rolling Mills Inc (sheets, strips, rolls)	Waterbury	Plax Corporation	Bloomfield	<b>Plating Racks</b>
<b>Phosphor Bronze Ingots</b>		<b>Plastic Forming</b>		New England Rack Co., Inc. (anodizing, conveyor, etc.) Hamden
Whipple and Choate Company The Bridgeport		Dura Plastics of New York Inc	Westport	
<b>Photo Engraving</b>		<b>Plastic Lining Equipment</b>		<b>Plumbers' Brass Goods</b>
Dowd Wyllie & Olson Inc Hartford		Enthone Inc	New Haven	McGuire Mfg. Co Waterbury
Wilcox Photo Engraving Co Inc New Haven		<b>Plastic Material</b>		Scovill Manufacturing Company Waterbury
<b>Photocopy Equipment and Supplies</b>		Dura Plastics of New York Inc (sheet, rod & tube)	Westport	
Ludwig Inc F G Old Saybrook		<b>Plastic Molders</b>		<b>Plumbing Specialties</b>
<b>Photographic Equipment</b>		B & B Plastics, Inc.	Oakville	Risdon Manufacturing Co John M Russell Div
Kalart Company Inc Plainville		Butterfield Inc T F Naugatuck	Naugatuck	
<b>Piano Repairs</b>		Coggins Mfg. Co., The J. B. Meriden	Meriden	
Pratt Read & Co Inc (keys and action)	Ivoryton	Conn Plastics Waterbury	Waterbury	
<b>Piano Supplies</b>		Danielson Mfg Co The (nylon and other engineering plastics)	Danielson	
Pratt Read & Co (keys and actions, backs, plates)	Ivoryton	Engineered Plastics Inc Watertown	Watertown	
<b>Pillow Blocks</b>		Plastic Molding Corporation Sandy Hook	Sandy Hook	
New Departure Div of General Motors (ball)	Bristol	Rogers Manufacturing Co The Rockfall	Rockfall	
Star Pin Company The (straight and safety)	Shelton	Specialty Plastics Corp (custom) Shelton	Shelton	
Torrington Co The (Dowel & Taper) Torrington		Stanley Chemical Co The East Berlin	East Berlin	
<b>Pins</b>		U S Plastic Molding Corporation Wallingford	Wallingford	
CEM Company ("Spirol") Danielson		Waterbury Companies Inc Waterbury	Waterbury	
Hartford Machine Screw Co Div of Standard Screw Co	Hartford	Waterbury Mfg Co The Watertown	Watertown	
Oakville Co. Div. Scovill Mfg. Co. (safety & straight)	Oakville			
Star Pin Company The (straight and safety)	Shelton			
Torrington Co The (Dowel & Taper) Torrington				
<b>Pins—Common</b>		<b>Plastic Packages</b>		<b>Postage Meters</b>
Union Pin Co., The	Winsted	Robertson Paper Box Co., Inc. (plastic trays)	Montville	Pitney Bowes Inc Stamford
<b>Pins—Plastic Heads</b>		<b>Plastic Pipe and Fittings</b>		<b>Potentiometers—Electronic</b>
Union Pin Co., The	Winsted	Danielson Mfg Co The (nylon and other engineering plastics)	Danielson	Bristol Company The Waterbury
		Enthone Inc	New Haven	
		<b>Plastic Printing Plates</b>		<b>Power Wrenches</b>
		Lockwood Sons Inc Wm H Hartford		Cushman Chuck Co. Hartford
		<b>Plastic Rod</b>		
		Danielson Mfg Co The (nylon and other engineering plastics)	Danielson	
		<b>Plastic Strip</b>		<b>Precision Machining</b>
		Danielson Mfg Co The (nylon and other engineering plastics)	Danielson	National Tool & Die Co Hartford
		<b>Plastic Tubing</b>		<b>Precision Machine Tool Spindles</b>
		Danielson Mfg Co The (nylon and other engineering plastics)	Danielson	Whiton Manufacturing Co (for milling, grinding, boring & drilling) Farmington
		<b>Precision Manufacturing</b>		
		American Standard Products, Inc. Hartford		
		Hartford Machine Screw Co Div of Standard Screw Co		
		Torrington Co The Torrington		
		<b>Precision Revolving Machinery</b>		
		Whiton Manufacturing Co Farmington		
		<b>Precision Sheet Metal Fabrication</b>		
		Milford Fabricating Co Milford		
		<b>Precision Springs &amp; Wire Forms</b>		
		Rowley Spring Co Inc The Bristol		
		<b>Premium Specialties</b>		
		Waterbury Companies Inc Waterbury		
		<b>Preservatives—Wood, Rope, Fabric</b>		
		Darworth Incorporated ("Cuprinol" "Cellu-san") Simsbury		

CONNECTICUT PRODUCTS AND SERVICES

<b>Pressboard</b>	Bush Manufacturing Co	Radiation—Finned Copper	Rivet Setting Machines
Case Brothers, Inc. (genuine)	West Hartford	G & O Manufacturing Company The	Milford
Case & Risley Press Paper Co (genuine)	New Haven	Vulcan Radiator Co The (steel and copper)	Rods
<b>Presses</b>	Hartford	Hartford	American Brass Company The (copper, brass, bronze)
Farrel-Birmingham Company Inc (Hydraulic)	Stamford	G & O Manufacturing Co	Waterbury
Ansonia	<b>Radiation Shielding Products</b>	New Haven	Bristol Brass Corp The (brass and bronze)
<b>Presses—Power</b>	Ray Proof Corporation	Radiators—Engine Cooling	Bristol
Pneumatic Application Co The (modernization of presses through conversion to Wichita Air Clutch operation)	Simsbury	G & O Manufacturing Co	Scovill Manufacturing Company (aluminum, brass, bronze, etc.)
Waterbury Farrel Foundry & Machine Co The Division of Textron Inc	Waterbury	Ratchet Offset Screw Driver	Waterbury
		Chapman Co J W	Rollers—Bituminous Paving
<b>Pressure Vessels</b>		Durham	Gabb Special Products Div E Horton & Son Company
Norwalk Tank Co. Div. Mersick Industries, Inc.	South Norwalk	<b>Rayon Staple Fiber</b>	Windsor Locks
Rockow Inc	Fairfield	Hartford Fibres Co div Bigelow	Cowles & Co., C. (and mouldings) New Haven
Whitlock Manufacturing Co The	Hartford	Sanford Co	
		Rocky Hill	
<b>Printing</b>		<b>Reamers</b>	
Allied Printing Service Inc	Manchester	Atrax Company The (solid carbide) Newington Pratt & Whitney Co., Inc. (All types)	
Bussmann Press Inc	New Haven	Pratt & Whitney Co Inc (all types carbide and HSS)	West Hartford
City Printing Co The	New Haven	Gammons-Hoaglund Co., The	Manchester
Connecticut Printers, Inc.	Hartford	<b>Reamers—Helical</b>	
Finlay Brothers	Hartford	Gammons-Hoaglund Co., The	Manchester
Heminway Corporation The	Waterbury	<b>Reamers—Machine</b>	
Hildreth Press	Bristol	Gammons-Hoaglund Co., The	Manchester
Hunter Press	Hartford	<b>Reamers—Taper</b>	
Lehman Brothers Inc	New Haven	Gammons-Hoaglund Co., The	Manchester
Miller-Johnson, Inc	Meriden	<b>Record Equipment</b>	
Taylor & Greenough Co The T B Simonds Inc	Wethersfield	Wassell Organization Inc (filing equipment)	Westport
A D Steinbach & Sons	Hartford		
The Walker-Rackliff Company	New Haven	<b>Recorders</b>	
	New Haven	Bristol Co The (automatic controllers, temperature, pressure, flow, humidity)	Waterbury
<b>Printing Machinery</b>		<b>Recording Machines</b>	
Banthin Engineering Co (automatic)	Bridgeport	Dictaphone Corporation	Bridgeport
		<b>Reduction Gears</b>	
Ads Inc Div CSW Plastic Types Inc (mats services)	Rocky Hill	Snow-Nabstedt Gear Corp The	New Haven
Lockwood Sons Inc Wm H	Hartford	<b>Reels—Wooden</b>	
		Bridge Mfg. Co., The (for wire and cable)	Hazardville
<b>Printing Plates</b>		<b>Refractories</b>	
Howard Company	New Haven	Howard Company	
Mullite Works Refractories Div	New Haven	Mullite Works Refractories Div	
Co Inc	Shelton	H K Porter	
<b>Printing Rollers</b>		<b>Refrigeration</b>	
Chambers-Storck Company Inc The (engraved)	Norwich	Dunham-Bush Inc	West Hartford
		<b>Refrigeration Condensing Units</b>	
Ad-Craft Displays Inc	Bloomfield	Brunner Division of Dunham-Bush Inc	West Hartford
		<b>Refrigeration Service</b>	
<b>Production</b>		Hartford Refrigeration Service, Inc.	Hartford
House Co N. E. (Assembly, Stampings, Drilling & Tapping)	East Hampton		
		<b>Relays</b>	
<b>Production Control Equipment</b>		Allied Control, Inc.	Plantsville
Ripley Company Inc	Middletown		
Wassell Organization Inc	Westport	<b>Rental</b>	
		HB Motion Picture Service (audio-visual equip. —all types)	New Haven
<b>Propellers—Aircraft</b>		<b>Research and Development</b>	
Hamilton Standard Div United Aircraft Corp (propellers and other aircraft equipment)	Windsor Locks	Continental Engineering Corporation	
		Farmington	
		Raymond Engineering Laboratories (Electro-Mechanical)	
		Research & Development Designers Inc	
		Middletown	
<b>Protective Coatings</b>			
Harrison Company The A S (waxes)	South Norwalk	<b>Resistance Wire</b>	
		C O Jeliff Mfg Co The (nickel chromium, copper nickel, iron chromium, aluminum)	
<b>Public Relations Counsel</b>		Kanthal Corporation The	
Brunelle Co., The Charles	Hartford	Southport	
		Stamford	
<b>Publicity Services</b>		<b>Respirators</b>	
Brunelle Co., The Charles Watson-Manning Advertising	Hartford	American Optical Company Safety Products Division	
	Stratford	Putnam	
<b>Publishers</b>		<b>Retainers</b>	
O'Toole & Sons Inc The	Stamford	Lacey Manufacturing Co, The (precision ball bearing)	Bridgeport
		<b>Rigid Plastic Sheet Material</b>	
<b>Pumps</b>		Gilman Brothers Company The	Gilman
Alsop Engineering Co	Middletown		
Sonic Engineering Corp.	Stamford	<b>Riveting Machines</b>	
Sump Pumps Inc (Deep-well electro-submersible)	Stamford	Grant Mfg & Machine Co The	Bridgeport
		Linley Brothers Company	Bridgeport
<b>Pumps—Small Industrial</b>		Patent Button Co The (automatic)	Waterbury
Eastern Industries Inc	New Haven	Ripley Company Inc	Middletown
		H P Townsend Manufacturing Co The	Elmwood
<b>Punches</b>		<b>Rivets</b>	
Hoggson & Pettis Mfg Co The (ticket & cloth)	New Haven	Clark Brothers Bolt Co	Middle
		Millford Rivet & Machine Co The	Millford
<b>Purchasing Service—Industrial</b>		Plume & Atwood Mfg Co The	Thomaston
Hartz-Miller Associates	Meriden	Raybestos Div of Raybestos-Manhattan Inc The (brass and aluminum tubular and solid copper)	
		(iron)	Bridgeport
<b>Putty Softeners—Electrical</b>		Raybestos Div of Raybestos-Manhattan Inc The	Bridgeport
Fletcher Terry Co The	Forestville		
<b>Pyrometers</b>		<b>Saddlery</b>	
Bristol Co The (recording and controlling)	Waterbury	The Smith-Worthington Saddlery Co	Hartford
<b>Radar Speed Meters</b>		<b>Safety Belts</b>	
Automatic Signal Div. Eastern Industries, Inc.		Russell Mfg Co	Middletown
Norwalk			

# CONNECTICUT PRODUCTS AND SERVICES

<b>Safety Clothing</b>	<b>Screw Machine Tools</b>	<b>Signals</b>
American Optical Company Safety Products Division	American Cam Company Inc (Circular Form Tools) Cambridge Specialty Co., Inc. (flat & circular form tools) Quaker Tool (H.S. cir. form tools) Pratt & Whitney Co Inc (Reamers, Taps, Dies, Blades and Knurls)	H C Cook Co The (for card files) Ansonia
<b>Safety Fuses</b>	Hartford	
Ensign-Bickford Co The (mining & detonating)	Kensington	
	Waterbury	
<b>Safety Gloves and Mittens</b>	West Hartford	
American Optical Company Safety Products Division	Putnam	
<b>Safety Goggles</b>		
American Optical Company Safety Products Division	Putnam	
<b>Sales Promotion</b>		
Langeler-Stevens, Inc.	Orange	
<b>Salvage Service</b>		
Walton Co., The (broken tools extracted)	West Hartford	
<b>Saw Blades—Hack</b>		
Capewell Mfg Co The	Hartford	
<b>Saw Blades—Hack &amp; Band</b>		
Capewell Manufacturing Company	Hartford	
Thompson & Son Co The Henry G New Haven	New Haven	
<b>Saws, Band, Metal Cutting</b>		
Atlantic Saw Mfg Co	New Haven	
Capewell Manufacturing Co The	Hartford	
<b>Saws—Hole</b>		
Capewell Manufacturing Co The	Hartford	
Thompson & Son Co The Henry G New Haven	New Haven	
<b>Sawdust</b>		
Nielson & Sons Inc John R (graded hardwood and softwood)	South Windsor	
<b>Scissors</b>		
Acme Shear Company The	Bridgeport	
<b>Screens</b>		
Hartford Wire Works Co The (Windows, Doors and Porches)	Hartford	
Norlee Aluminum Prod Corp	Bloomfield	
<b>Screw Caps</b>		
Weimann Bros Mfg Co The (small for bottles)	Derby	
<b>Screw Machines</b>		
H P Townsend Mfg Company The	Elmwood	
<b>Screw Machine Products</b>		
Accurate Screw Products Inc (B & S Swiss & Davenports)	Southington	
American Standard Products, Inc.	Hartford	
Apex Tool Co Inc The	Bridgeport	
Auto Electric Screw Machine Co Inc	Bridgeport	
Brown Manufacturing Co (up to 1½" capacity)	Plainville	
Consolidated Industries	West Cheshire	
Eastern Machine Screw Corp The New Haven		
Fairchild Screw Products Inc	Winsted	
Franklin Screw Machine Co.	Hartford	
Garthwait Mfg Co A E (up to and incl ½")	Waterbury	
Greist Mfg Co The (up to 1¼" capacity)	New Haven	
Hartford Machine Screw Co Div of Standard Screw Co (up to 5" capacity)	Hartford	
Horberg Grinding Industries Inc (heat treated and ground type only)	Bridgeport	
Stanley Humason Inc	Forestville	
Independent Screw Company (up to and incl 1¼" capacity)	West Hartford	
Junior Screw Machine Products Inc		
Lowe Mfg Co The	West Haven	
Main Screw Machine Products (davenport & automatics exclusively)	Wethersfield	
Mayflower Manufacturing Co.	Unionville	
National Automatic Products Company The	Berlin	
Nelson's Screw Machine Products	Plantsville	
New Britain Machine Company The	New Britain	
New Haven Screw Machine Prod Inc (up to 1¼")	Milford	
Newton Screw Machine Products Co Plainville		
Olson Brothers Company (up to ¾" capacity)	Plainville	
Olson & Sons R P	Southington	
Plume & Atwood Mfg Co The	Thomaston	
Products Design & Mfg. Corp. (precision)	Newington	
Scovill Manufacturing Company	Waterbury	
United Screw Machine Co	Thomaston	
Waterbury Machine Tools & Products Co (Brown & Sharpe and Davenport)	Products Co	
Wheeler & Son, Inc. Frank	Waterbury	
	Meriden	
<b>Shell Molding</b>		
Victors Brass Foundry Inc	Guilford	
<b>Shells</b>		
Lakewood Metal Products, Inc. (all metals)	Waterbury	
Salem Mfg. Co.	Prospect	
Scovill Manufacturing Company (aluminum, brass, bronze, copper, nickel silver—drawn, stamped—electric socket, screw)	Waterbury	
Terryville Manufacturing Co	Terryville	
Wolcott Tool and Manufacturing Company Inc	Waterbury	
<b>Showcase Lighting Equipment</b>		
Wiremold Company The	Hartford	
<b>Special Machining</b>		
Superior Steel Products Corp.	Cheshire	

# CONNECTICUT PRODUCTS AND SERVICES

<b>Special Parts</b>			
American Standard Products, Inc.	Hartford	Stampings	
Fenn Mfg Co The	Newington	DooVal Tool & Mfg Inc The	Naugatuck
Greist Mfg Co The (small machines, especially precision stampings)	New Haven	Laminated Shim Company Inc	Glenbrook
Hartford Machine Screw Company	Hartford	Foursome Manufacturing Co	Bristol
Div of Standard Screw Co	Bristol	Lacey Manufacturing Co, The (precision sheet metal)	Bridgeport
J H Sessions & Son	Torrington	Plume & Atwood Mfg Co The (small)	Thomaston
Torrington Co The	Torrington	Prentice Mfg Co The G E	Kensington
<b>Spline Milling Machines</b>		Scovill Manufacturing Company (aluminum, brass, bronze, copper, nickel silver, steel and other metals and alloys—automotive, electrical, radio, etc.—deep drawn, enameled)	Waterbury
Townsend Mfg Co The HP	Elmwood	Stanley Pressed Metal	New Britain
<b>Sporting Goods</b>			
Seamless Rubber Co.	New Haven	<b>Stampings—Small</b>	
<b>Spotwelding</b>		Acme Shear Co The	Bridgeport
Spotwelders Inc (aluminum, steel, magnesium, titanium & alloys)	Stratford	Barnes Co The Wallace Div Associated Spring Corp	Bristol
<b>Spouts</b>		Barrett Co William L	Bristol
Waterbury Companies, Inc. (for Lighter Fluids and Light Oils)	Waterbury	Bristol Spring Manufacturing Co	Plainville
<b>Spray Painting</b>		Greist Manufacturing Co The	New Haven
Stamford Polishing & Plating Corp.	Stamford	Laminated Shim Company Inc	Glenbrook
<b>Spray Painting Equipment and Supplies</b>		Stanley Humason Inc	Forestville
Lea Manufacturing Co The	Waterbury	Waterbury Companies, Inc.	Waterbury
<b>Spring Coiling Machines</b>		Wire Form Inc	Middale
Torrington Manufacturing Co The	Torrington	<b>Stamps</b>	
<b>Spring Presses</b>		Ball-Adam Steel Stamp Co (steel)	New Britain
Townsend Mfg Co The HP	Elmwood	Hoggson & Pettis Mfg Co The (steel)	New Haven
<b>Spring Units</b>		Parker-Hartford Corporation (steel)	Hartford
Owen Silent Spring Division American Chain & Cable Company Inc	Bridgeport	Schwab & Company (steel)	Bridgeport
<b>Spring Washers</b>		<b>Stamped Assemblies</b>	
Barnes Co The Wallace Div Associated Spring Corp	Bristol	Cowles & Co., C.	New Haven
Terryville Manufacturing Co	Terryville	<b>Stationary Specialties</b>	
<b>Springs</b>		American Brass Company The	Waterbury
CE-JA Springs, Inc. (coil & torsion)	Newington	<b>Steam Turbines</b>	
<b>Springs—Coil &amp; Flat</b>		Whiton Machine Co.	New London
Barnes Co The Wallace Div Associated Spring Corp	Bristol	<b>Steel Castings</b>	
Barrett Co William L	Bristol	Malleable Iron Fittings Co	Branford
Bristol Spring Manufacturing Co	Plainville	New England Alloy Casting Corp (carbon, low alloy and stainless steel castings)	Hartford
Foursome Manufacturing Co	Bristol	Nutmeg Crucible Steel Co	Branford
Newcomb Spring Corp The	Southington	<b>Steel—Cold Rolled Spring</b>	
New England Spring Mfg Co	Unionville	Barnes Co The Wallace Div Associated Spring Corp	Bristol
Peck Spring Co The	Plainville	Detroit Steel Corporation	Hamden
Stanley Humason Inc	Forestville	<b>Steel—Cold Rolled Stainless</b>	
		Seymour Manufacturing Co The	Seymour
		Ulrich Stainless Steels	Wallingford
		Wallingford Steel Company	Wallingford
<b>Springs—Flat</b>		<b>Steel—Cold Rolled Strip</b>	
Atlantic Precision Spring Co	Forestville	Detroit Steel Corporation	Hamden
Barnes Co The Wallace Div Associated Spring Corp	Bristol	<b>Steel—Cold Rolled Strip and Sheets</b>	
Bristol Spring Manufacturing Co	Plainville	Wallingford Steel Company	Wallingford
Foursome Manufacturing Co	Bristol	<b>Steel Flanges</b>	
Stanley Humason Inc	Forestville	Ideal Forging Corp. (stainless)	Southington
New England Spring Mfg Co	Unionville	<b>Steel Goods</b>	
Peck Spring Co	Plainville (Advt.)	Merrim Mfg Co (sheets products to order)	Durham
		<b>Steel—Ground Flat Stock</b>	
Banner Spring Corporation	Hartford	Thompson & Son Co The Henry G	New Haven
Barnes Co The Wallace Div Associated Spring Corp	Bristol	<b>Steel Rolling Rules</b>	
Bernston Co J W	Plainville	Waterbury Lock & Specialty Co The	Milford
Bristol Spring Manufacturing Co	Plainville	<b>Steel—Stainless Alloy and Carbon</b>	
Colonial Spring Corporation The	Hartford	Frasse & Co Inc Peter A	Hartford
Connecticut Spring Corporation The (compression, extension, torsion)	Hartford	<b>Steel Stamps</b>	
Foursome Manufacturing Co	Bristol	Cooney Engraving Co	Branford
Stanley Humason Inc	Forestville	<b>Stereotypes</b>	
Newcomb Spring Corp The	Southington	New Haven Electrotype Div	Electrographic New Haven
New England Spring Mfg Co	Unionville		
Peck Spring Co	Plainville	R A E Storage Battery Mfg Co	Glastonbury
D R Templeman Co (coil and torsion)	Plainville	<b>Stop Clocks, Electric</b>	
		H C Thompson Clock Co The	Bristol
<b>Springs—Wire</b>		<b>Storage Batteries</b>	
Everett Co., Inc. (coil and torsion)	New Britain		
Terry Spring Company	Terryville	R A E Storage Battery Mfg Co	Glastonbury
<b>Springs, Wire &amp; Flat</b>		<b>Straps, Leather</b>	
Peck Spring Co	Plainville	Auburn Manufacturing Company The (textile, industrial, skate, carriage)	Middletown
<b>Stamped Metal Products</b>		<b>Strip Steel</b>	
American Brass Company The	Waterbury	Detroit Steel Corporation	New Haven
		Dolan Steel Company Inc	Bridgeport
<b>Structural Moldings</b>		<b>Structural Moldings</b>	
Leed Co The H A		Leed Co The H A	Hamden
<b>Studio Couches</b>		<b>Studio Couches</b>	
Waterbury Mattress Co		Waterbury Mattress Co	Waterbury
<b>Super Refractories</b>		<b>Surface Metal Raceway &amp; Fittings</b>	
Mullite Works Refractories Div H K Porter Co Inc		Wiremold Company The	Hartford
<b>Surgical Dressings</b>		<b>Surgical Dressings</b>	
Acme Cotton Products Co Inc		Acme Cotton Products Co Inc	East Killingly
<b>Swaging Machinery</b>		<b>Swaging Machinery</b>	
Fenn Mfg Co The	Newington	Torrington Co The	Torrington
Torrington Co		Waterbury Farrel Foundry & Machinery Co The	Waterbury
		Division of Textron Inc	
<b>Sweeping Compounds</b>		<b>Sweeping Compounds</b>	
Nielson & Sons Inc John R	South Windsor	Nielson & Sons Inc John R	South Windsor
<b>Switches</b>		<b>Switches</b>	
Allied Control Co., Inc. (subminiature, toggle & pushbutton)		Allied Control Co., Inc. (subminiature, toggle & pushbutton)	Plantsville
<b>Switchboards Wire and Cables</b>		<b>Switchboards Wire and Cables</b>	
Rockbestos Wire & Cable Co Div Cerro de Pasco Corp (asbestos insulated)	New Haven	Rockbestos Wire & Cable Co Div Cerro de Pasco Corp (asbestos insulated)	New Haven
<b>Tableware—Stainless Steel</b>		<b>Tableware—Stainless Steel</b>	
Wallace Silversmiths Inc		Wallace Silversmiths Inc	Wallingford
<b>Tableware—Sterling Silver</b>		<b>Tableware—Sterling Silver</b>	
Wallace Silversmiths Inc		Wallace Silversmiths Inc	Wallingford
<b>Tabulating Equipment—Manual</b>		<b>Tabulating Equipment—Manual</b>	
Denominator Company Inc		Denominator Company Inc	Woodbury
Veeder-Root Incorporated		Veeder-Root Incorporated	Hartford
<b>Tanks</b>		<b>Tanks</b>	
Acme Welding Div United Tool & Die Co		Acme Welding Div United Tool & Die Co	
		West Hartford	
Alsop Engineering Co		Mildale	
Bigelow Company The (steel)		New Haven	
Comeo Inc Div of Enthone Inc		New Haven	
(steel, alloy and lined)		New Haven	
Connecticut Welders Inc (steel, alloy & lined)		Wallingford	
Enthone Inc		New Haven	
Norwalk Tank Co. Div. Mersick Industries, Inc.		South Norwalk	
Rolock Inc (Alloy)		Fairfield	
Storts Welding Company (steel and alloy)		Meriden	
<b>Tape</b>		<b>Tape</b>	
Russell Mfg Co (Glass Electrical Insulating Tapes, Glass Fabric for Plastic Moulding)		Russell Mfg Co (Glass Electrical Insulating Tapes, Glass Fabric for Plastic Moulding)	Middletown
<b>Tape Machines</b>		<b>Tape Machines</b>	
Better Packages Inc (Manual and electric models for case taping)		Better Packages Inc (Manual and electric models for case taping)	Shelton
Derby Sealers Inc (manual and electric models)		Derby Sealers Inc (manual and electric models)	Derby
<b>Taps</b>		<b>Taps</b>	
Hanson-Whitney Company The		Hanson-Whitney Company The	Hartford
Pratt & Whitney Co Inc		Pratt & Whitney Co Inc	West Hartford
<b>Tap, Drill &amp; Stud Removal</b>		<b>Tap, Drill &amp; Stud Removal</b>	
Walton Co., The		Walton Co., The	West Hartford
<b>Tap Extractors</b>		<b>Tap Extractors</b>	
Walton Co., The (and extensions)		Walton Co., The (and extensions)	West Hartford
<b>Tarred Lines</b>		<b>Tarred Lines</b>	
Brownell & Co Inc		Brownell & Co Inc	Moodus
<b>Technical Writing</b>		<b>Technical Writing</b>	
Watson-Manning Advertising		Watson-Manning Advertising	Stratford
<b>Telemetering Instruments</b>		<b>Telemetering Instruments</b>	
Bristol Co The		Bristol Co The	Waterbury
<b>Television—Radio</b>		<b>Television—Radio</b>	
Junior Screw Machine Products Inc		Junior Screw Machine Products Inc	West Haven

# CONNECTICUT PRODUCTS AND SERVICES

Temperature Controllers Electronic Controls, Inc.	Stamford	Tissue Sanitary Paper Mills, Inc. (Dovallettes facial, bathroom and handkerchiefs)	East Hartford	Scovill Manufacturing Company (Brass and Copper) Wallingford Steel Co The (stainless and super metals)
Terminals Waterbury Companies, Inc.	Waterbury	Tires Armstrong Rubber Company The	West Haven	Tubing—Carbon and Stainless Steel Frasse & Co Inc Peter A
Testers—Insulation Wire & Cable Davis Electric Company	Wallingford	Toiletries Chesebrough-Pond's, Inc.	Clinton	Tubing—Flexible Metallic American Brass Co Metal Hose Branch
Testers—Nondestructive, Ultrasonic Branson Instrument Inc	Stamford	Tool Chests Vanderman Manufacturing Co	The Willimantic	Tubing—Heat Exchanger American Brass Company The
Sperry Products Inc	Danbury	Tool Hardening Commercial Metal Treating Co.	Bridgeport	Scovill Manufacturing Company Waterbury
Testing American Metasel, Inc. (pressure)	Hamden	Tools B & N Tool & Engineering Co (dies, jigs, fixtures, sub-press and progressive)	Thomaston	Tumbling Barrels and Accessories Nielsen & Sons Inc John R
Textile Printing Gums Polymer Industries Inc	Springdale	Hoggson & Pettis Mfg Co The (rubber workers) 141 Brewery St	New Haven	South Windsor
Textile Processors Amerbelle Corporation	Rockville	Tool Designers Research & Development Designers Inc	Middletown	Tumbling Equipment and Supplies Esbec Barrel Finishing Corp
Thermometers Bristol Co The (recording and automatic control) Manning Maxwell & Moore Inc	Waterbury Stratford	Tools & Dies Metropolitan Tool & Die Lacey Manufacturing Co., The	Hartford Bridgeport	Esbec Barrel Finishing Corp Byram
Thin Gauge Metals Plume & Atwood Mfg Co The Thinsheet Metals Co The (plain or tinned in rolls)	Thomaston Waterbury	Moore Special Tool Co	Bridgeport	Tumbling Service Meriden
Thread American Thread Co The Belding Heminway Corticelli	Willimantic Putnam	Tools, Dies & Fixtures Greist Mfg Co The	New Haven	Macton Machinery Company Inc (industrial & display)
Threading Products Design & Mfg. Corp.	Newington	Tools, Dies, Jigs & Fixtures Fairfield Tool Co., Inc. The Lyons Tool & Die (modelwork, jig boring)	Bridgeport	Typewriters Royal McBee Corp
Thread Chasers Geometric Tool Division Greenfield Tap & Die Corp	Greenfield Tap & Die New Haven	Otterbein Co J A RSV Engineering Co (gages) Telke Tool & Die Mfg Co	Middleton Wethersfield Kensington	Underwood Corporation
Thread Gages Hanson-Whitney Company The Pratt & Whitney Co Inc	Hartford West Hartford	Tools, Fixtures, Gauges Fredericks Tool Co J F	West Hartford	Hartford Bridgeport
Thread Milling McMellon Bros., Inc.	Bridgeport	Totalizers Reflectone Electronics, Inc.	Stamford	Turntables Macton Machinery Company Inc (industrial & display)
Thread Milling Machines Pratt & Whitney Co Inc	West Hartford	Toys Geo S Scott Mfg Co The Gilbert Co The A C Gong Bell Mfg Co N N Hill Brass Co The Terryville Manufacturing Co. (stampings for)	Wallingford New Haven East Hampton East Hampton Terryville	Typewriter Ribbons and Supplies Royal McBee Corp
Thread Repair Kits Heli-Coil Corp	Danbury	U S Plastic Molding Corp Waterbury Companies Inc	Wallingford Waterbury	Underclearer Rolls Sonoco Products Co (Climax-Lowell Div)
Thread Rolling Machinery Hartford Special Machinery Co. (flat die) Shuster Wire Machine Div. Mettler Machine Tool, Inc. Waterbury Farrel Foundry & Machine Co The Division of Textron Inc	Hartford New Haven Waterbury	Traffic Signal Controls Automatic Signal Div. Eastern Industries Inc.	Norwalk	Uniforms Magson Uniform Co.
Threading Machines Grant Mfg & Machine Co The (double end automatic)	Bridgeport	Transformers Monarch Electric Co (Allis Chalmers)	New Britain	Universal Joints Gray and Prior Machine Co. (for machinery)
Timers, Interval A W Haydon Co The H C Thompson Clock Co The Cramer Controls Corporation The Rhodes Inc M H	Waterbury Bristol Centerbrook Hartford	Trucks—Commercial Metropolitan Harvester Body Company (International Truck chassis and "Metro" bodies)	Bridgeport	V-Belt Drives Monarch Electric Co (Allis Chalmers)
Timing Devices B & N Tool & Engineering Co (development and model work) Cramer Controls Corporation The A W Haydon Co The Lux Clock Manufacturing Company Waterbury Rhodes Inc M H United States Time Corporation The	Thomaston Waterbury Centerbrook Waterbury Hartford Waterbury	Truck—Lift Excelsior Hardware Co The	Stamford	Vacuum Bottles and Containers American Thermos Products Co
Timing Devices & Time Switches A W Haydon Co The Lux Clock Manufacturing Company Waterbury M H Rhodes Inc	Waterbury Waterbury Hartford	Trucks—Skid Platforms Excelsior Hardware Co The (lift)	Stamford	Vacuum Cleaners Electrolux Corporation
Tinning Thinsheet Metals Co The (non-ferrous metals in rolls) Wilcox-Crittenden Div North & Judd Mfg Co	Waterbury Middletown	Tube Clips Weimann Bros Mfg Co The (for collapsible tubes)	Derby	Old Greenwich Hartford
		Tube Fittings Scovill Manufacturing Company (UNIFLARE flared tube and LOXIT compression tube)	Waterbury	Vacuum Coating Illuminated Finish Co.
		Tubers Standard Machinery and Davis-Standard Divisions of Franklin Research Corp	Mystic	Cromwell
		Tubes—Collapsible Metal Sheffield Tube Corp The	New London	Vacuum Metallizing Aluminized Finish & Mfg. Co.
		Tubing American Brass Co The (brass and copper) G & O Manufacturing Co (finned)	Waterbury New Haven	Valves Jenkins Bros Rockwell Co., W. S. (Butterfly)
				Bridgeport Fairfield
				Valves—Relief & Control Beaton & Caldwell Mfg Co
				New Britain
				Valves—Safety & Relief Manning Maxwell & Moore Inc
				Stratford
				Valves—Solenoid Allied Control Co., Inc.
				Plantsville
				Skinner Electric Valve Div of The Skinner Chuck Co
				New Britain
				Vanity Boxes Bridgeport Metal Goods Mfg Co
				Bridgeport
				Plume & Atwood Manufacturing Co
				Thomaston
				Waterbury

CONNECTICUT PRODUCTS AND SERVICES

Velvets		Welding—Lead	
American Velvet Co (owned and operated by A Wimpfheimer & Bros Inc)	Stonington	Connecticut Welders Inc (tanks & coils)	Wallingford
Leiss Velvet Mfg Co Inc The	Willimantic	Lead Products Inc (tanks and fabrication)	Manchester
Venetian Blinds		Storts Welding Company (tanks, coils & anodes)	Meriden
Findell Manufacturing Company	Manchester	Welding—Lead Bricks	
Jennings Company The S Barry	New Haven	Lead Products Inc	Manchester
Ventilating Systems		Welding Rods	
Colonial Blower Company	Plainville	American Brass Company The	Waterbury
Vibration Detection Equipment		Bristol Brass Co The (brass & bronze)	Bristol
Advanced Electronics, Inc.	Rocky Hill	Welding Solder	
Vibrators—Pneumatic		Lead Products Inc (wire, bar and cakes and babbitts)	Manchester
Branford Co The (industrial)	New Britain	Wells	
Vinyl Extrusion & Moulding Compounds		Church Co The Stephens B	Seymour
Electronic Rubber Co	Stamford	Wheel Dressers—Diamonds	
Vise Fixtures		Russell Inc RR	Newington
Dery & Sons Tool & Die Co A L	Pine Meadow	Wicks	
(gang with loading trays)	Pine Meadow	Auburn Manufacturing Company The (felt, asbestos)	Middletown
Vise Jaws		Holyoke Heater Corp of Conn Inc	Hartford
Dery & Sons Tool & Die Co A L	Newington	Window & Door Guards	
(gang with loading trays)	Pine Meadow	Hartford Wire Works Co The	Hartford
Vises		Smith Co The John P	New Haven
Fenn Manufacturing Company The (Quick-Action Vises)	Newington	Wire	
Vanderman Manufacturing Co The (Combination Bench Pipe)	Willimantic	American Brass Company The	Waterbury
Wall Paper		Atlantic Wire Co The (steel)	Branford
Stamford Wall Paper Co Inc	Stamford	Bartlett Hair Spring Wire Co The	North Haven
Washers		Bristol Brass Corp The (brass & bronze)	Bristol
American Felt Co (felt)	Glenville	Driscoll Wire Co The (steel)	Shelton
Auburn Manufacturing Company The (all materials)	Middletown	Hudson Wire Co Winsted Div (insulated & enameled magnet)	Winsted
Fabricron Corp	Unionville	Platt Bros & Co The (zinc and zinc alloy wires)	Waterbury
Plume & Atwood Mfg Co The (brass & copper)	Thomasaston	Plume & Atwood Mfg Co The (brass, bronze, nickel silver)	Thomasaston
Terryville Manufacturing Co (Made to order—all metals)	Terryville	Scovill Manufacturing Company (Brass, Bronze and Nickel Silver)	Waterbury
Chas W House & Sons Inc (Mills & Cutting Plant)	Unionville	Viking Wire Co., Inc. (enameled magnet)	Danbury
Watches		Wire and Cable	
E Ingraham Co The	Bristol	Continental Wire Corp (for industrial and military applications)	Wallingford
United States Time Corporation The	Waterbury	General Electric Company (for residential, commercial and industrial applications)	Bridgeport
Washers—Precision		Rockbestos Wire & Cable Co Div Cerro de Pasco Corp (all asbestos, mining, shipboard and appliance applications)	New Haven (Advt.)
Laminated Shim Company Inc	Glenbrook	Hartford Wire Works Co The	Hartford
Water Deionizers		Wire Arches & Trellises	
Penfield Mfg Co	Meriden	Roleck Inc	Fairfield
Water Heaters		Wiretex Mfg Inc (Industrial, for acid, heat treating and degreasing)	Bridgeport
Whitlock Manufacturing Co The (instantaneous & storage)	Hartford	Lewis Engineering Co., The	Naugatuck
Water Heaters—Electric		Wire Baskets	
Bauer & Company Inc	Hartford	Hartford Wire Works Co The C O Jellif Mfg Co The (all metal, all meshes)	Hartford
Waxes		McCluskey Wire Co., Inc. (Fourdrinier)	Southport
Fuller Brush Co. The (liquid and paste for floor and furniture)	East Hartford	Pequot Wire Cloth Co., Inc. (industrial grades only)	New Haven
Harrison Company The A S (and other protective coatings)	South Norwalk	Roleck Inc (alloy)	Norwalk
Webbing		Smith Co The John P	Fairfield
Russell Mfg Co (Webbing for Safety Seat Belts—all types of webbing)	Middletown	Hartford Wire Works Co The	New Haven
Welded Products		Wire Dipping Baskets	
Acme Welding Div United Tool & Die Co	West Hartford	John P Smith Co The	Hartford
Welding		Wire Forming Machinery	
Aircraft Welding & Mfg Co Inc (aluminum, stainless steel, magnesium)	Hartford	Nilson Machine Company The A H Torrington Manufacturing Company The	Shelton
Ansonia Steel Fabrication Co., Inc. (steel, stainless steel and aluminum fabrication)	Ansonia	Torrington	Torrington
Connecticut Welders Inc (fabrication & repairs)	Wallingford	Wire Formings	
Industrial Welding Company (Equipment Manufacturers—Steel Fabricators)	Hartford	Master Engineering Company	West Cheshire
Storts Welding Co Inc (tanks and fabrication)	Meriden	North & Judd Manufacturing Co	New Britain
Tag Alloy Welding & Mfg Co Inc (nuclear, missile and aircraft type)	Glastonbury	Oakville Co. Div. Scovill Mfg. Co.	Oakville

## NEW PRODUCT SERVICE

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## How Brave and Free Are We?

(Continued from page 33)

### Bold Action Needed

These measures require bold action. Those who take up the gage of battle will be the real pioneers of our age, the frontiersmen of the last half of the Twentieth Century.

About 700 years ago, Dante uttered this warning:

"The hottest places in hell are reserved for those who, in a period of moral crisis, maintain their neutrality."

My plea is that you and I accept that challenge—that we enlist for the duration—to save our Republic.

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## IMPROVED LIGHTING BRINGS INCREASED EFFICIENCY

The American Brass Company in Ansonia recently increased the lighting level in the packing area where sheet copper is classified and given a final inspection before shipment to customers.

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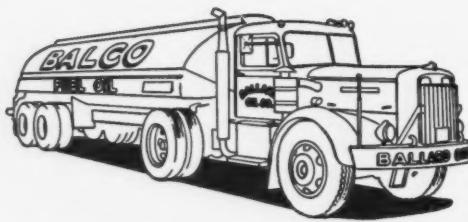
The recently revised recommendations of The Illuminating Engineering Society, reached after eight years of practical research, may hold the key to improved efficiency and production in your plant. Consult a representative from your electric power company today. He will be happy to review the new I.E.S. lighting standards with you.

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THE HARTFORD ELECTRIC LIGHT COMPANY

THE HOUSATONIC PUBLIC SERVICE COMPANY

THE UNITED ILLUMINATING COMPANY



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